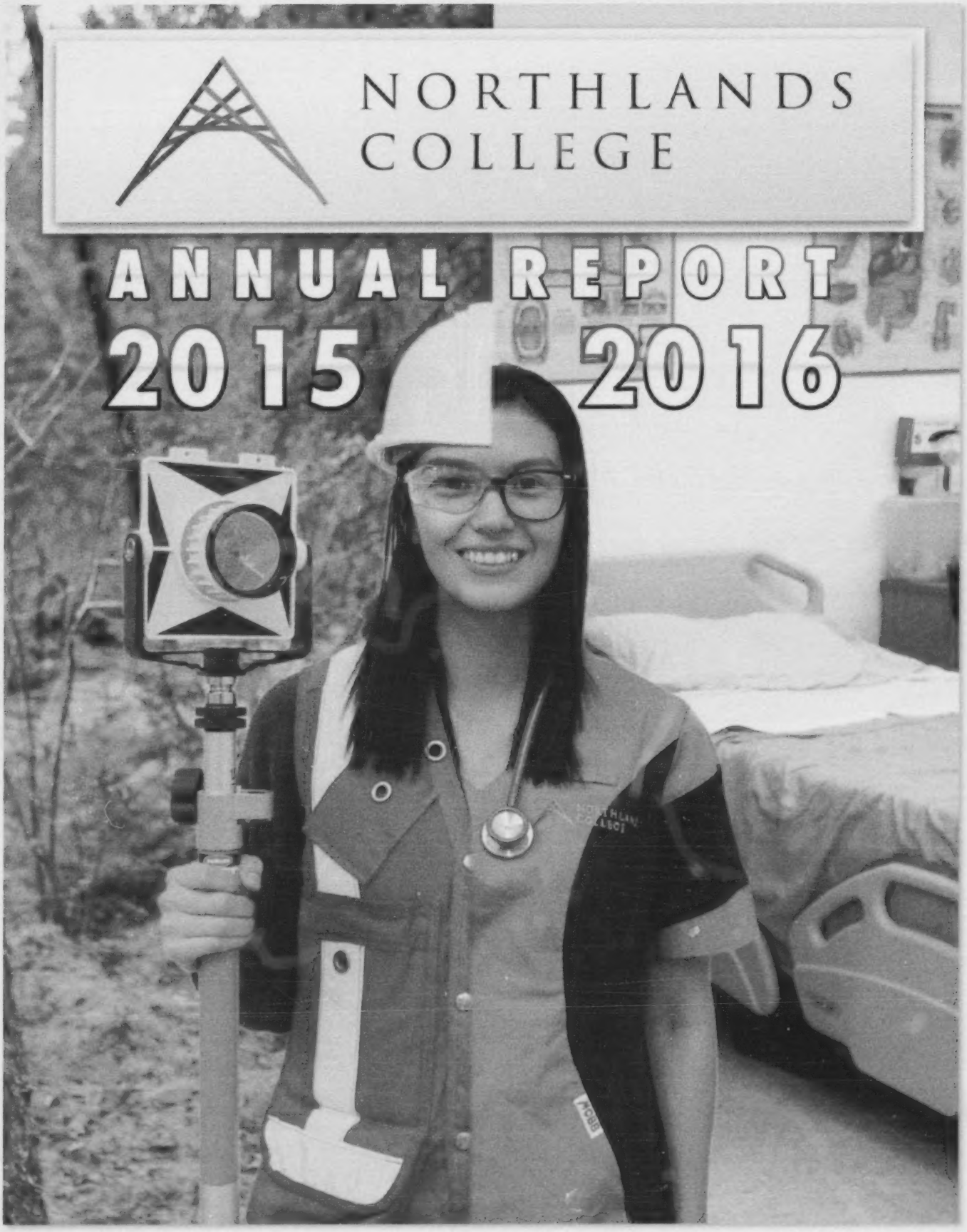
NORTHLANDS
COLLEGE
ANNUAL REPORT
2015 2016

Vision:

We see a region where everyone is inspired and encouraged to dream, learn and succeed.

In order to achieve this vision, one that is common to us all, we at Northlands College have made it our mission to do our part.

Mission:

We strive to make Northlands College a place that provides diverse education and training, in a safe welcoming place, free of barriers, and full or opportunities.

As we work through our Mission towards achieving our Vision, we will be guided by four core values.

Core Values:

1. *Excellence: We will strive to offer quality programming that is as good as or better than anywhere else in the country.*

2. *Innovation: We will aim to ensure that our students are exposed to the latest technology and we will utilize technology and non-traditional methodologies to improve the quality and diversity of instruction.*

3. *Sustainability: Everything we do will be with an eye towards the future, whether that be financial sustainability, environmental sustainability, or sustaining our workforce*

4. *Respect: All that we do must have at its very basic premise that we respect each other and treat each other fairly and with dignity, whether as individuals, cultural groups, communities or institutions.*

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Letter of Transmittal

NORTHLANDS COLLEGE

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December 16, 2016

Honourable Bronwyn Eyre
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Dr.
REGINA, SK S4S 0B3

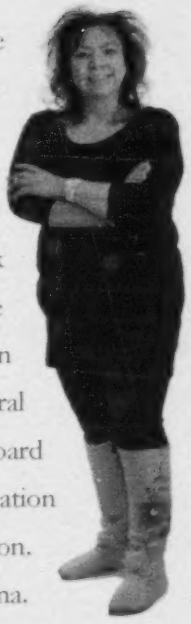
Dear Minister Eyre:

On behalf of the Boerd of Directors and in accordance with the regulations under the Regional College Act of the Province of Saskatchewan, I am pleased to submit the Annual Report of Northlands College for the fiscal year ended June 30, 2016.

Sincerely,

Deborah Charles
Board Chair

Board Report



On behalf of the Board of Directors of Northlands College it brings me great pride to present to you the Annual Report for 2015-2016. The Annual Report illustrates the extent to which the College has achieved its goals, objectives and targets for the reporting year and the progress made in relation to the overall strategic plan.

I am pleased that nearly all vacant board positions have now been filled and we look forward to a full and representative board being in place for years to come. We are particularly pleased that a representative from the Athabasca region has been appointed to the board. The Board held seven regular meetings and an annual general meeting during the 2015-16 fiscal year. In addition to the board meetings, the Board also attended various functions including scholarship award events, graduation ceremonies and the leadership forum hosted by the Ministry of Advanced Education. Four members completed the Board Governance training through Johnson-Shoyama. There is one member who is in the process of completing the training through distance education.

A large part of what the college is able to accomplish is dependent upon a broad range of partnerships and inter-relationships with industry, communities, first nation and Metis organizations, other agencies and government. Once again the partnership base remains strong and contributed significantly to the College's ability to accomplish what it set out to do in 2015-2016. The Board commends the staff and thanks the partners for the joint efforts in ensuring that Northlands College continues to provide programs and services that meet the needs of the labor market in the region, and most importantly, meets the needs, and fuels the aspirations of the people of Northern Saskatchewan.

Overall, 2015-2016 was once again a year of change for Northlands College. The Board did an exceptional job in guiding this change. They carried out the tasks required of them in a very professional and efficient manner and always with the best interest of the people of Northern Saskatchewan being front and center. Northlands College continues to be a strong institution poised to grow and improve the quality of life for many northern people.

Deborah Charles
Board Chairperson

Governance

Deborah Charles, Board Chair, Air Ronge
Veronica Favel, Cumberland House
Jackie Durocher, Buffalo Narrows
Jodie Sierzycki, La Ronge
Paul Trottier, Denare Beach
Doreen Polischuk, La Ronge
Myrna Bouvier, Beauval
Victor Fern, Fond Du Lac

Meeting Dates

October 26, 2015
December 18, 2015
February 26, 2016
April 15, 2016
May 13, 2016
June 17, 2016 (Regular Meeting & AGM)

President & Chief Executive Officer Report

It is my pleasure to present to you the Annual Report for 2015-2016.

This past year was one of tremendous accomplishments in the transformation of Northlands College. Now completing the third year of our plan of administrative restructuring, program enhancement and growth, we are beginning to see the "new" Northlands College emerge. The "new" Northlands is a college based on relevant and high quality programming while being supportive to students to eliminate barriers to success, all done in an environment that respects and promotes the culture of the region.

This report will show areas in which we have made significant progress over the past year, and will also detail where it is we need to do more work. Unlike other training institutions that are directly tied to fluctuations in labour market demand, as the global economy slows the fundamentals of our business model (which is supply side driven) remain strong. Our prime objective is to educate and train northerners.

At Northlands College we see ourselves as an educational institution that plays a very broad, yet extremely important roll. We continue to grow to accommodate the much needed education and training requirements of the people of the north so that they can not only participate in, but more importantly, direct and lead, the economic and social development of the north with confidence, pride and success.

Kelvin (Toby) Greschner
President & Chief Executive Officer

Programs and Services Summary

Adult Basic Education

Twenty-two Adult Basic Education (ABE) programs were delivered in thirteen communities totalling 567 distinct enrollments. Analysis of the Adult Basic Education Statistics reveals that 73% of participants completed or graduated from Adult Basic Education programs with 87% of participants declaring to be of Aboriginal ancestry.

As an educational institution in Northern Saskatchewan, we are ever mindful of the large geographic area we serve and as such, we have continued with our commitment to on-line educational learning opportunities. Again in 2015-16, we funded one staff position at the edcentre.ca, a partnership with NLSD. We also had one of our ABE staff positions hold the responsibility for G.E.D. testing at our campus locations, as well as surrounding communities. In addition, we continued the use of the PLATO learning system in many of our ABE classrooms. This is a web-based learning system used to deliver core-academic programming. This on-line competency-based resource provides standardized curriculum and instruction and flexibility in delivery options and skill development. This system lends itself to comprehensive data collection which allows for targeted student interventions. PLATO has become the foundation for our new Adult Essential Skills program (formerly Developmental Studies) for the past two years. It has allowed us to assess student needs and customize a learning plan based on student goals.

As was the case for 2014-15, we kicked off the 2015-16 Academic year with the summer school session during July and August of 2015. Once again, this program provided students the opportunity to pick up classes they may have missed during semesters one and two, as well as, it provided applicants to Post-Secondary programs and Trades and Technical programs an opportunity to achieve credit for prerequisite secondary classes.

The 2015-16 Academic year was the second year of our switch to semester timetabling. It has proven to be a very useful and successful transition. Students and instructors have responded very favorably to this traditional approach to scheduling. Under the semester system, new enrollment, mid-year has increased dramatically. This has helped to address waitlist numbers.

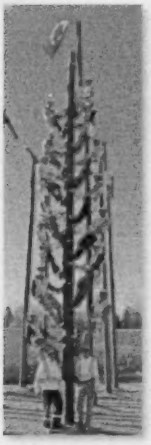
We have continued to expand our selection of core credit classes as well as electives, especially at the 30-level. Northlands College has been trending away from the old ABE seven-credit "graduate-and-

go-to work" model and toward, a secondary school model emphasizing career and post-secondary goals. Adult Essential Skills is seen as a pathway to Adult 10, and Adult 10 is designed to adequately prepare students for Adult 12, based on career plans developed between students and their advisor.

University, Mining, and Technical/Trades have all seen significant increases in programs offered over the past few academic years. Having a wide array of options, covering a variety of fields creates a greater number of opportunities for students wishing to seek post-secondary education in the North. This, combined with the emphasis on the secondary school model for our ABE programs, has helped facilitate growth. We have worked closely with the co-ordinators of the post-secondary programs when building our timetables and making our course offerings available, to ensure that students are being offered the prerequisite secondary courses required for the post-secondary programs we offer. The result has been a tremendous up-tick in the number of Northlands ABE students staying on with us after Adult 12 graduation to pursue post-secondary training for the pursuit of career goals.

Northlands College was able to extend its overall ABE program offerings in 2015-16 through partnerships. For the 2015-16 Academic year our ABE partners included: Lac La Ronge Indian Band (LLRIB), Montreal Lake Cree Nation (MLCN), Cumberland House Cree Nation (CHCN), English River First Nation (ERFN), Black Lake Denesuline Nation, Hatchet Denesuline First Nation, Peter Ballantyne Cree Nation (PBCN), Gabriel Dumont Institute (GDI), and Northern Lights School Division 113 (NLSD).

Skills Training



Northlands College delivered 88 Skills Training programs in 21 communities; and this was an increase of 33 programs over the past year. Overall the enrollment number equated to 962 students which was an increase of 321 seats. The breakdown is identified in the chart below – Institute Credit-233, Industry Credit -604 and Non-credit 125.

In 2015-2016 Northlands College programming continued to concentrate its emphasis on delivering employment and workforce specific training that met industry's workforce needs. The continuation of the Lineman technician program was once again sought by industry due to the success of our first ever program offering in northern Saskatchewan. The northern graduates exhibited the skills required upon program completion– this program emphasized the development of trade specific skills and job related tasks.

Northlands College continued to reach out to First Nation's communities that requested workforce requirements such as safety ticket certification and workforce development needs. Many of our communities in the North are involved in the workforce tendering processes to gain employment for their members – road/highway maintenance and brush cleanup around their communities for fire protection. In addition the development of First Nation's business in industry is requiring specialized needs and our relationship with their businesses is insuring training opportunities.

Once again in 2015-16 there continued to be a general labour shortage in many of the larger industrial sectors and with this demand rose the need to prepare workforce-ready individuals to work in locations other than their home communities. Northlands College continues to recognize this aspect of trades training and is making an effort to train students that have the ability to be mobile for employment. After many years of community-based training it is apparent to our funding partners that there must be a renewed effort to centralize trades and technical training. Our partners are now investing in community based programs that prepare students for the programs that are running at Northlands College campuses. The community leadership now recognize the need for trades programs that require students to transition out to a larger community for skilled training. It is becoming common knowledge that if a student transitions out of the community for school they will transition out for employment. It is also apparent that there is a new generation of young trainees that want to move forward to long term career success outside their communities.

Mine Training Programs

The Northlands College Mine School was officially launched on July 30, 2014 by the Prime Minister of Canada, the Right Honorable Stephen Harper. Funding from the Government of Canada, the Province of Saskatchewan as well as the International Mineral Innovation Institute, has made the creation of the school possible. The renovation to the older building is complete and now houses a state of the art computer lab and student lounge. The software that has been purchased for the mine school currently includes Vulcan and AutoCAD. The second facility is nearly complete and has additional classroom space and lab space.

We continue to work with Atlas Copco to ensure effective and appropriate training with the simulation equipment. Since the purchase of the simulation equipment, we have integrated this training in all mine school programming.

Northlands College delivered two core programs for mining in the 2015-16 academic year. The Radiation Environmental Monitoring program (one year in length) ran from January to December 2015. Another Radiation Environmental Monitoring program was to start in January 2016 but it was pushed to the fall of 2016. The reason for this was number of applicants and we had to work with Saskatchewan Polytechnic to revise the curricula for the program. We have since modified the timing of this program to better fit the needs of the students and funding agencies; in the future it will have a fall start date.

The Mine Engineering Technician program (two year program) has gone to an annual intake, meaning we have two cohorts of students enrolled at any given time, and a graduating class every year. An intake occurred in fall 2015 but not in the fall of 2016. The reason for this was to give us time to explore the curricula from Haileybury School of Mines and Saskatchewan Polytechnic. The Mine School falls under the broad category of Skill Training; the intent is to maintain a distinct identity to recognize the significance that the mining sector plays in the region. Northlands College commits $400K annually from its Skills Training Allocation as well as $600K historically has been provided from the Province of Saskatchewan through the Multi Party Training Plan for the Mineral Sector. This program funding combined with funding from other partners has led to the development of a suite of core program offerings. Our plan is to grow this suite of programs to provide opportunities for northerners to obtain jobs in the mineral sector, and meet the labour force needs of the industry.

University

Northlands College is an official off-campus Arts and Science site, offering Distance Education courses from the University of Saskatchewan, University of Regina, Athabasca University, and University of the Arctic. University courses through Northlands College are coordinated out of La Ronge with full and part time student programs in Buffalo Narrows, Creighton, Ile a la Crosse, and La Ronge. We had 185 students enrolled in University classes in 2015-16, which was stable from the previous year, which is part of a growth trend of over 160% since 2007-08. Of these students 90% were Aboriginal and almost all were Northerners. As program options and locations have increased, our university student body has also grown exponentially.

Northlands College continues its "Supportive Program Approach" to university distance education with full-time distance education instructor aides supporting students in a learning centre environment in each of the four Northlands College University program sites. Videoconference equipment is used daily to offer university courses and tutorials. Students, staff, and instructors enjoy using the technology. It has become a very popular mode of distributed learning. Instructors, after their first encounter teaching through this mode, are now championing the viability and encouraging an increased number of courses.

2015-16 University highlights include:

- The fourth intake into the Bachelor of Science in Nursing (BSN) degree from University of Saskatchewan resulted in a total of twenty-five students in La Ronge and eight in Ile a la Crosse in years 2, 3, and 4 of the program. 91% of these students are Aboriginal and all are Northerners. Our second cohort of four BSN students graduated in June 2015.
- The University of Regina's Bachelor of Social Work (BSW) Degree is available entirely by distributed learning in all four Northlands College university program sites. This degree is still a popular choice, which speaks to the labour market need for Social Workers in the North.
- Through a partnership between the University of Saskatchewan, University of the Arctic and Northlands College, students can complete a full three or four year Bachelor of Arts in Northern Studies degree in all four University locations in Buffalo Narrows, Creighton, Ile-a-la-Crosse, and La Ronge. Students can now choose an advanced emphasis in either Aboriginal Public Administration or Environmental Impact Assessment, both of which directly tie the students' skills to the northern labour market needs. In the June 2016 UofS convocation ceremony, two students graduated with a BA in Northern Studies. Since the program's inception there have been a total of twenty-four BA in Northern Studies graduates. The University of Saskatchewan College of Arts and Science has decided to delete the BA in Northern Studies from their program offerings. Existing students in the program will be supported to complete their degrees, but new students will not be accepted into the program effective fall 2016.

- The pilot student salary program for Northern Studies students continued with funds carried forward from the previous year. In partnership with the International Centre for Northern Governance and Development at the UofS and funding from the provincial government, the pilot student salary program has been very successful. Based on the premise that full-time students should treat school like a job to help facilitate a successful transition to the workforce upon graduation, students were paid a "wage" based on their attendance. Four Northern Studies students were supported with tuition & books and/or a salary throughout the academic year. This is the last year for this pilot program, as the funds have all now been expended.

- Northlands College has hosted UArctic's International Academic Office since 2006. We provide coordination and registration services for the International Online Circumpolar Studies courses offered by UArctic member institutions in the fall and winter semesters each year. Since 2006, we have supported over 1600 unique students from UArctic member institutions register in over 2700 Circumpolar Studies courses. In Spring 2016, Northlands College notified UArctic that will would no longer host the International Academic Office effective June 2016. Trent University in Ontario has been identified to take over this role going forward.

- Northlands College and the Ministry of Advanced Education continued to partner to deliver "SOS: Surviving Off-Campus Studies" and "So I'm Graduating…Now What?!". SOS is a series of study skills workshops presented live weekly in the fall semester. In the winter semester, So I'm Graduating provided weekly sessions to help students transition to the workforce upon graduation. Topics included job searching, resume writing, interview skills, and habits of successful employees, among others. Our "host" Brandi Bell, used videoconferencing to link from La Ronge to Regina for live broadcasts through the Ministry's LIVE network. The sessions were available for live or on-demand video streaming on the internet from the Ministry's e-cast site.

- We partnered with NORTEP/NORPAC to co-offer a nutrition class in the Spring semester for our Pre-Nursing students. It was a successful joint delivery with a local sessional instructor, who was well-received by the students.

- In 2016, Northlands College held the 3rd Annual Northern Visionaries Video Essay contest. The contest was available to all Northlands College post-secondary students in programs over 34 weeks long. We received videos from students in Mining, University, and Tech & Trades programs. We held the Northern Visionaries Awards Gala in May to announce the top 5 contest winners, all of whom won a scholarship and the grand prize winner also received a trip to New York City. It was another resounding success for Northlands College.
- In partnership with University of Regina and First Nations University, accepted a second group of students into the two-year Business Administration Diploma. We had 21 students in year 1 and 2 of program in La Ronge, Buffalo Narrows, and Ile-a-la-Crosse, taking classes online and by video conference. Our first graduates from the program will be recognized at the Spring 2017 UofR convocation ceremony.

Services and Learner Support

Northlands College recognizes that the barriers faced by adult students in northern Saskatchewan are significant. Student Services has been streamlined and more supports offered to students. The application process has become simpler as well. Access to affordable housing and childcare continue to be significant barriers in our region. In the 2015-16 year, we attempted small scale projects to help combat both of these barriers while still attempting to pursue larger scale capital projects. We will continue to work towards larger scale housing and childcare projects but until we are able to make those projects a reality, we will also continue to think of and work on smaller initiatives. Although reliable transportation continues to be a barrier for some students, the La Ronge and Air Ronge busing has been successful in providing affordable transportation to and from our campuses and classroom locations in this area.

The scholarship program continues to be successful, $77,000 worth of awards were paid out to 66 recipients in the 2015-16 year. This is the highest number of awards and the largest amount of money paid out to date. Although many awards are based on academic success, awards are provided to help students with to attend conferences and to think beyond their current education to their future with our Northern Visionaries initiative. The annual fundraising golf tournament continues to be the primary source of revenue for scholarships and awards.

The following table provides a comparative overview of programming and student enrolment levels.

Table 1:

Comparative Program Activity Levels

	2014-2015		2015-2016	
	Programs	**Enrolment**	**Programs**	**Enrolment**
Skills Credit	43	456	79	837
Skills Non-Credit	12	185	9	125
Adult Basic Education Credit	16	310	12	313
Adult Basic Education Non-Credit	13	300	10	234
University	23	185	25	177
Total	**107**	**1436**	**135**	**1686**

Goals

The following chart provides a summary of the College's achievements in relation to its goals and objectives, and proposed key actions.

Strategic Priority 1: Student Success	
Goal #1: Improve Academic Achievement	
Measure	*Results*
• number of students successfully completing	• The overall number of programs offered increased year over year from 107 to 135 • The overall number of students taking programs increased by more than 250, from 1436 to 1686.
Goal #2: Increase Employability	
Measure	*Results*
• number of graduates entering the workforce	• Although we have not yet developed a comprehensive system to definitively provide a count, we have implemented job placement processes to facilitate the transition from graduation to employment. • Since employment is dependent upon the economy, graduates may not immediately obtain employment upon completion of their program.
Goal #3: Eliminate Barriers	
Measure	*Results*
• number of students attending who previously were unable due to barriers	• Student Services has been revamped to become more student focused and is more closely connected to outside human service agencies thereby providing more overall supports to students and improving success • Qualitative data has shown that the introduction of a bussing system has significantly impacted the success of students. • A major effort to raise scholarships from third parties and then redistribute that funding to students has shown increase the likelihood of success of students as well.

Strategic Priority 2: Organizational Success	
Goal #4: Become an Employer of Choice	
Measure	*Results*
• become one of Saskatchewan's top 100 employers • number of people applying for employment at the college	• There has been a significant increase in both the quantity and quality of applicants applying to the college for employment. We continue to work towards achieving a representative workforce. • Although we started the process to becoming one of Saskatchewan's top 100 employers, we did not yet reach that status in 2015-16.
Goal #5: Be accountable	
Measure	*Results*
• reduction in administrative costs in relation to program costs • increased information to the public	• While programming has increased over the past three years, overall staffing has decreased from 160 to 152. • Overall administration costs during the same period have remained relatively flat.
Goal #6: Grow the Institution	
Measure	*Results*
• number and breadth of program offerings • qualitative data on student, staff and community satisfaction	• The number of programs in skills training for credit nearly doubled year over year (43 to 79) and the number of students in those programs nearly doubled as well (456 to 837). These programs are the ones that give the students the best opportunity for employment. • The positive image of the college continues to grow. The addition of a student recruiter has increased the availability and visibility of the college in northern communities. Application numbers of students has nearly doubled in the past three years.

Strategic Priority 3: Community Success	
Goal #7: Meet the Needs of Employers	
Measure	*Results*
• number of northerners employed in the region • less reliance on skilled workers from outside the region	• 2015-16 saw the shutdown of one uranium mine and mill in the region as well as employment reductions in most sectors. The overall employment of northerners may be down, but the industry is cycle and employment will improve in 2-4 years. • There has been less reliance on skilled workers from outside the region in the resource sector, however, skilled workers are still required in the human service sector, specifically health workers and social workers. We increased training in these fields, however, more needs to be done.
Goal #8: Meet the Needs of Communities	
Measure	*Results*
• number of programs integrated with community development projects • increased employment levels in communities	• With the slowdown in the economy, not many large capital and infrastructure projects were underway in the north in 2015-16. We continue to provide training in support of smaller community development projects such as brush cutting and line clearing. • These community development training projects continue to be important economic drivers for small, isolated northern communities since they provide employment as well as the development of job readiness skills. We continue to see these as short term solutions, but encourage clients to pursue higher level training with more secure career goals.

Goal #9: Education and Training Partnerships	
Measure	*Results*
• number of partnerships with industry, other educational institutions or funding agencies	• Partnerships are an integral part of the training and employment success of our students. 2015-2016 saw an increase in industry partnerships specifically in relation to the power lineman program. Most notably the crown corporation SaskPower and one of its major sub-contractors Hundseth. • We continue to expand our partnership with the University of Saskatchewan. In addition to the partnership we have to deliver the Bachelor of Science in Nursing, we also have signed an agreement with the College of Engineering to better prepare northern students to obtain that degree as well. • We have expanded our relationship with the University of Regina by now office a Business Administration Certificate.

Table 3
Performance Measures

Number of Student Enrolments – expressed in terms of full load equivalents (FLEs) for all credit and non-credit programs. (FT, PT and Casual)	Baseline		Actual 2015-2016	
	#	FLE	#	FLE
Skills Training - Institute Credit	223	172.91	233	160.21
Skills Training – Industry Credit	250	29.05	604	43.51
Skills Training – Non-Credit	181	57.25	125	9.85
Adult Basic Education – Credit	296	235.34	313	268.03
Adult Basic Education – Non-Credit	324	145.69	233	118.86
University	158	96.87	177	111.72
Total	**1433**	**737.12**	**1685**	**712.18**

Skill Training – Institute Credit	Baseline		Actual 2015-2016	
	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs) and distinct enrolment	223	172.58	233	160.21
Number of Graduates	109		139	
Number of Completers	54		28	
	%		%	
Participation (Enrolment) Rate	24		18	
Graduation Rate	50		62	
Employment Rate from Follow-up Surveys of FT Graduates	56		14	
Continued to Further Training Rate of FT Students	28		20	
Skills Training – Institute Credit Aboriginal Persons Statistics	%		%	
Aboriginal Participation (Enrolment) Rate	94		97	
Graduation Rate as a Percentage of Total Graduates	94		95	
Graduation Rate as a Percentage of Enrolment	50		61	
Employment Rates of Full-Time Aboriginal Persons	54		11	
Continued to Further Training Rates of Full-Time Aboriginal Persons	30		21	

Skill Training – Industry Credit	Baseline		Actual 2015-2016	
	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs)	250	29.05	604	43.51
Number of Graduates	170		432	
Number of Completers	71		139	
	%		%	
Participation (Enrolment) Rate	26		46	
Graduation Rate	69		69	
Skills Training – Industry Credit Aboriginal Persons Statistics	%		%	
Aboriginal Participation (Enrolment) Rate	97		99	
Graduation Rate as a Percentage of Total Graduates	96		98	
Graduation Rate as a Percentage of Enrolment	69		69	

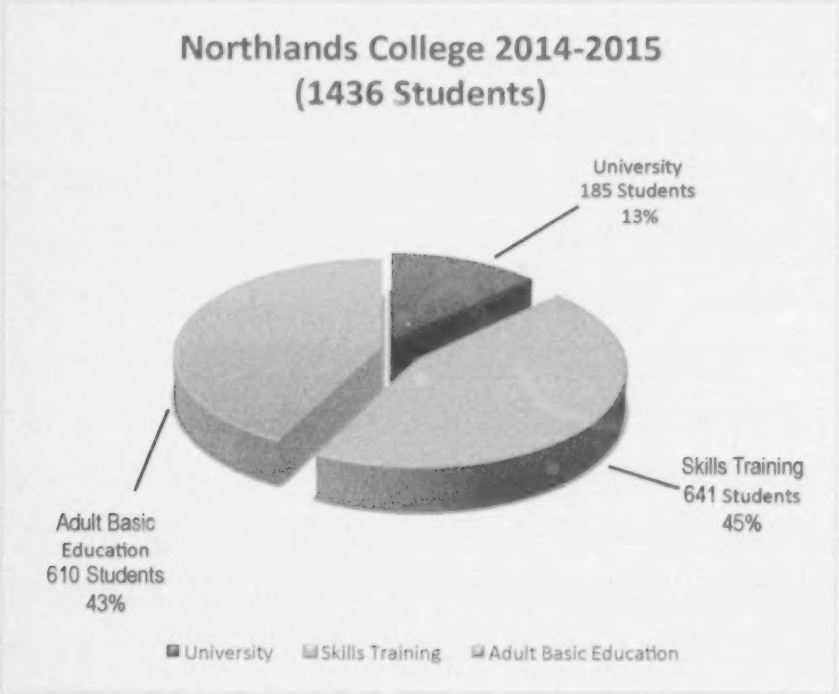
Adult Basic Education - Credit	Baseline		Actual 2015-2016	
	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs)	296	235.34	313	268.03
Number of Graduates	57		56	
Number of Completers	131		140	
	%		%	
Participation (Enrolment) Rate	33		24	
Graduation Rate	19		18	
Employment Rate from Follow-up Surveys of FT Graduates	32		47	
Continued to Further Training Rate of FT Students	73		71	
Adult Basic Education - Credit Aboriginal Persons Statistics	%		%	
Aboriginal Participation (Enrolment) Rate	96		99	
Graduation Rate as a Percentage of Total Graduates	96		98	
Graduation Rate as a Percentage of Enrolment	20		30	
Employment Rates of Full-Time Aboriginal Persons	32		47	
Continued to Further Training Rates of Full-Time Aboriginal Persons	72		71	

University	Baseline		Actual 2015-2016	
	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs)	158	96.87	177	111.72
Participation (Enrolment) Rate	18		13	
Aboriginal Participation (Enrolment) Rate	86		90	

Tables and Charts

Table 4
Comprehensive Enrolment by Program Groups for Northlands College

	College Wide	2014-2015 Student Enrolment					2015-2016 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	16	112	15	0	121.93	19	135	44	0	121.69
	Other	10	88	15	19	61.53	6	51	3	0	38.51
	Apprenticeship and Trade	1	0	11	0	2.80	0	0	0	0	0.00
	Total Institute Credit	**27**	**200**	**41**	**19**	**186.26**	**25**	**186**	**47**	**0**	**160.20**
	Total Industry Credit	**16**	**0**	**179**	**17**	**34.78**	**54**	**0**	**433**	**171**	**43.51**
	Total Non-Credit	**12**	**39**	**110**	**36**	**42.75**	**9**	**0**	**95**	**30**	**9.85**
	Total Skills Training	**55**	**239**	**330**	**72**	**263.79**	**88**	**186**	**575**	**201**	**213.56**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Level 3 (Adult 10)	8	83	37	0	102.65	6	63	39	0	79.52
	Level 4 (Adult 12)	8	67	123	0	140.80	6	101	110	0	188.52
	Total Adult Basic Education Credit	**16**	**150**	**160**	**0**	**243.45**	**12**	**164**	**149**	**0**	**268.04**
	Adult Basic Education Non-Credit										
	Employability/Life Skills	4	41	16	0	43.17	2	28	11	0	29.17
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	5	53	24	0	61.84	6	73	27	0	83.89
	Literacy	4	0	166	0	14.90	2	41	54	0	5.80
	Total Adult Basic Education Non-Credit	**13**	**94**	**206**	**0**	**119.91**	**10**	**142**	**92**	**0**	**118.86**
	Total Adult Basic Education	**29**	**244**	**366**	**0**	**363.36**	**22**	**306**	**241**	**0**	**386.90**
	Total University	**23**	**118**	**67**	**0**	**117.32**	**25**	**103**	**74**	**0**	**111.72**
Total Enrollment		**107**	**601**	**763**	**72**	**744.47**	**135**	**595**	**890**	**201**	**712.18**


Northlands College 2014-2015
(1436 Students)
University
185 Students
13%
Skills Training
641 Students
45%
Adult Basic
Education
610 Students
43%
University
Skills Training
Adult Basic Education

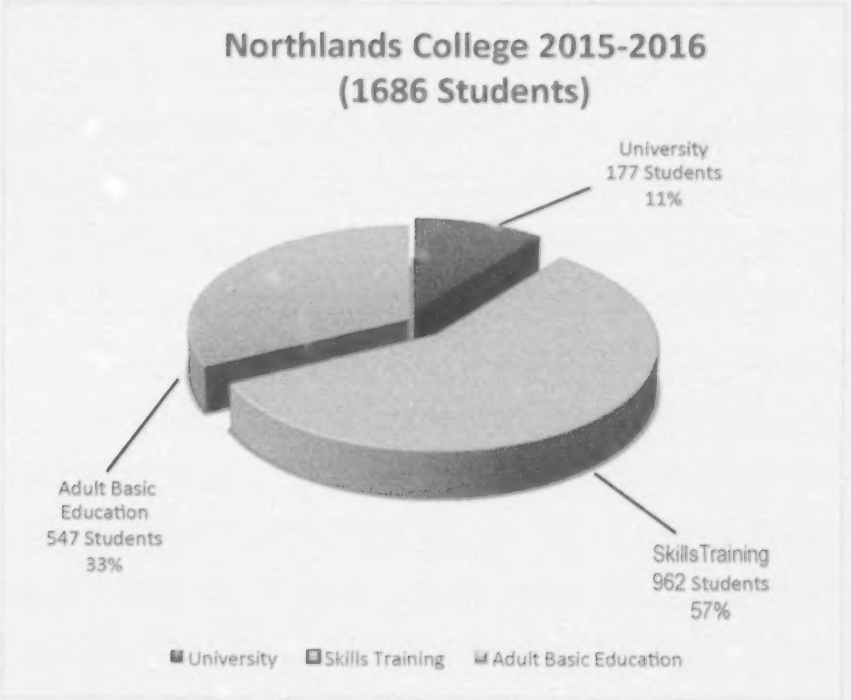
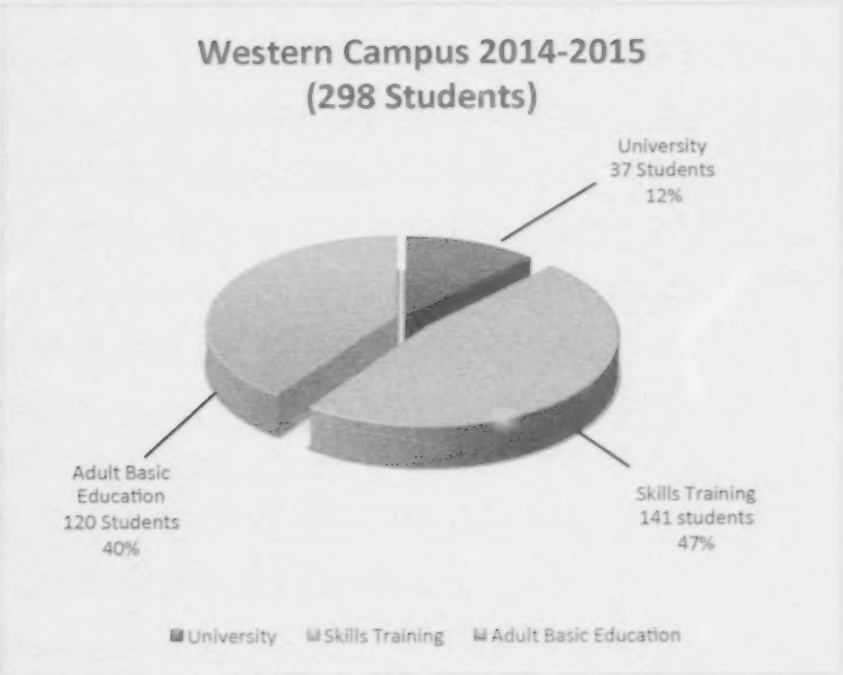

Northlands College 2015-2016
(1686 Students)
University
177 Students
11%
Adult Basic
Education
547 Students
33%
SkillsTraining
962 Students
57%
University
Skills Training
Adult Basic Education

Table 4A

Enrolment by Program Groups for the Western Campus

	Western Campus	2014-2015 Student Enrolment					2015-2016 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	6	41	0	0	51.13	6	41	12	0	31.29
	Other	3	22	0	19	10.56	0	0	0	0	0.00
	Apprenticeship and Trade	0	0	0	0	0	0	0	0	0	0.00
	Total Institute Credit	**9**	**63**	**0**	**19**	**61.69**	**6**	**41**	**12**	**0**	**31.29**
	Total Industry Credit	**3**	**0**	**44**	**15**	**6.70**	**9**	**0**	**137**	**11**	**10.01**
	Total Non-Credit	**0**	**0**	**0**	**0**	**0.00**	**2**	**0**	**32**	**0**	**1.33**
	Total Skills Training	**12**	**63**	**44**	**34**	**68.39**	**17**	**41**	**181**	**11**	**42.63**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Level 3 (Adult 10)	1	14	2	0	18.42	2	30	4	0	38.54
	Level 4 (Adult 12)	2	25	10	0	32.47	2	27	6	0	37.44
	Total Adult Basic Education Credit	**3**	**39**	**12**	**0**	**50.89**	**4**	**57**	**10**	**0**	**75.98**
	Adult Basic Education Non-Credit										
	Employability/Life Skills	2	28	5	0	28.51	1	18	3	0	15.74
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	2	24	3	0	24.71	2	21	7	0	20.06
	Literacy	1	0	9	0	3.03	1	5	6	0	4.76
	Total Adult Basic Education Non-Credit	**5**	**52**	**17**	**0**	**56.25**	**4**	**44**	**16**	**0**	**40.56**
	Total Adult Basic Education	**8**	**91**	**29**	**0**	**107.14**	**8**	**101**	**26**	**0**	**116.54**
	Total University	**11**	**23**	**14**	**0**	**24.32**	**11**	**33**	**16**	**0**	**35.90**
Total Enrolment		**31**	**177**	**87**	**34**	**199.85**	**36**	**175**	**223**	**11**	**195.07**

Refer to the glossary on page 67 for definitions of Student FT, PT, Casual and Full Load Equivalent (FLE)


Western Campus 2014-2015
(298 Students)
University
37 Students
12%
Skills Training
141 students
47%
Adult Basic
Education
120 Students
40%
University
Skills Training
Adult Basic Education

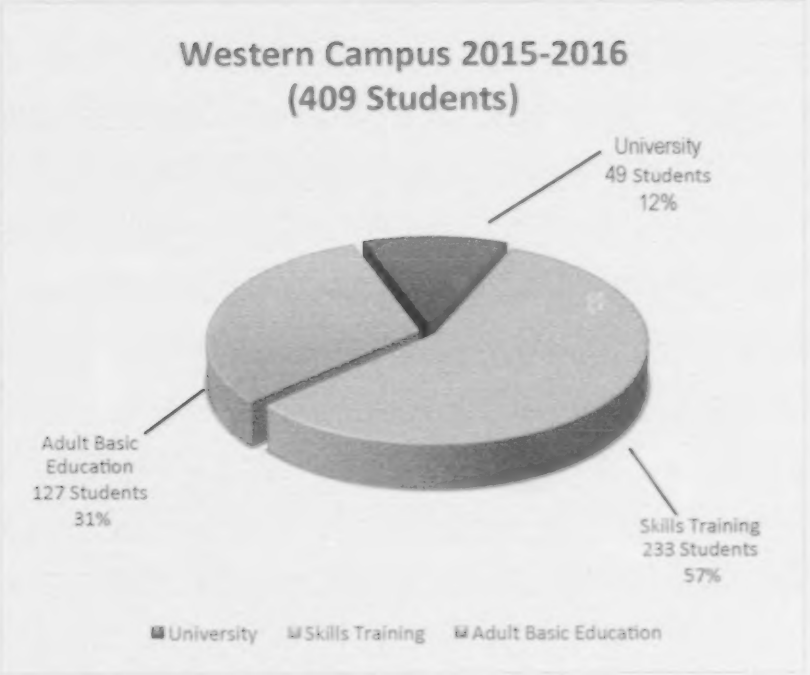

Western Campus 2015-2016
(409 Students)
University
49 Students
12%
Adult Basic
Education
127 Students
31%
Skills Training
233 Students
57%
University
Skills Training
Adult Basic Education

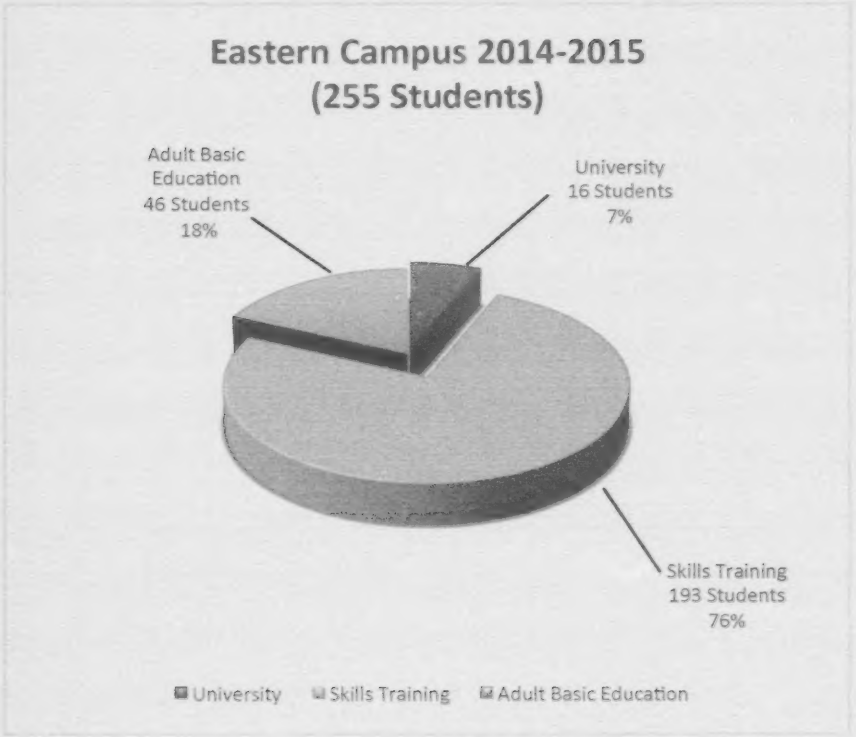
Table 4B

Enrolment by Program Group for the Eastern Campus

	Eastern Campus	2014-2015 Student Enrolment					2015-2016 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	2	8	3	0	10.14	6	46	14	0	37.71
	Other	4	45	0	0	16.22	2	23	0	0	11.56
	Apprenticeship and Trade	0	0	0	0	0.00	0	0	0	0	0.00
	Total Institute Credit	6	53	3	0	26.36	8	69	14	0	49.27
	Total Industry Credit	6	0	84	0	8.09	23	0	135	84	16.74
	Total Non-Credit	4	27	26	0	21.89	4	0	31	19	6.03
	Total Skills Training	**16**	**80**	**113**	**0**	**56.34**	**35**	**69**	**180**	**103**	**72.04**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Level 3 (Adult 10)	2	22	6	0	28.84	1	11	6	0	14.96
	Level 4 (Adult 12)	1	9	9	0	14.05	1	12	10	0	18.30
	Total Adult Basic Education Credit	3	31	15	0	42.89	2	23	16	0	33.26
	Adult Basic Education Non-Credit										
	Employability/Life Skills	0	0	0	0	0.00	0	0	0	0	0.00
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	0	0	0	0	0.00	1	12	3	0	16.67
	Literacy	0	0	0	0	0.00	0	0	0	0	0.00
	Total Adult Basic Education Non-Credit	**0**	**0**	**0**	**0**	**0.00**	**1**	**12**	**3**	**0**	**16.67**
	Total Adult Basic Education	**3**	**31**	**15**	**0**	**42.89**	**3**	**35**	**19**	**0**	**49.93**
	Total University	**4**	**10**	**6**	**0**	**10.29**	**6**	**7**	**9**	**0**	**7.38**
Total Enrolment		**23**	**121**	**134**	**0**	**109.52**	**44**	**111**	**208**	**103**	**129.35**

Refer to the glossary on page 67 for definitions of Student FT, PT, Casual and Full Load Equivalent (FLE)

Eastern Campus Enrolment Comparison



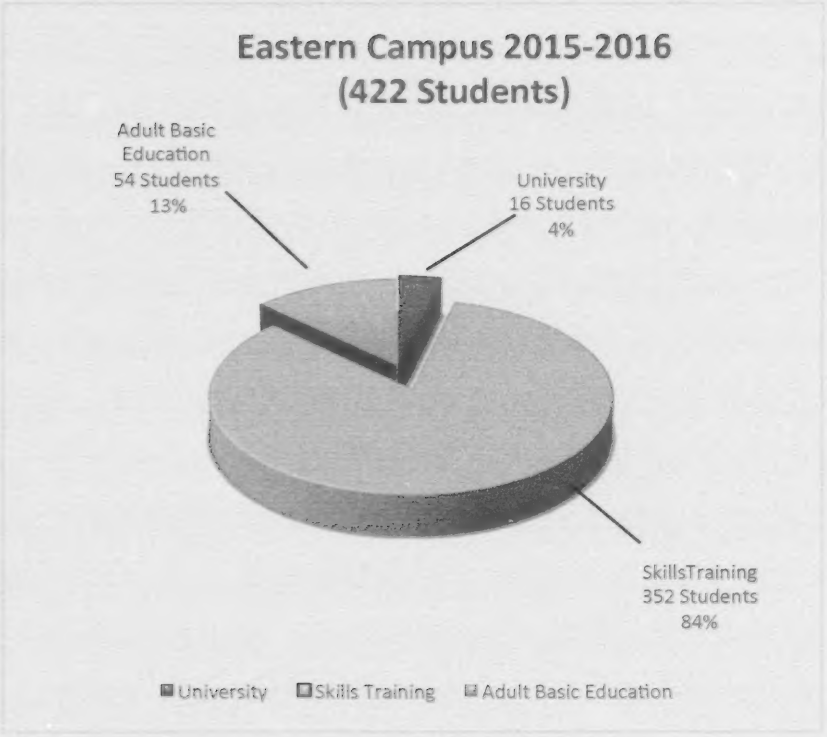


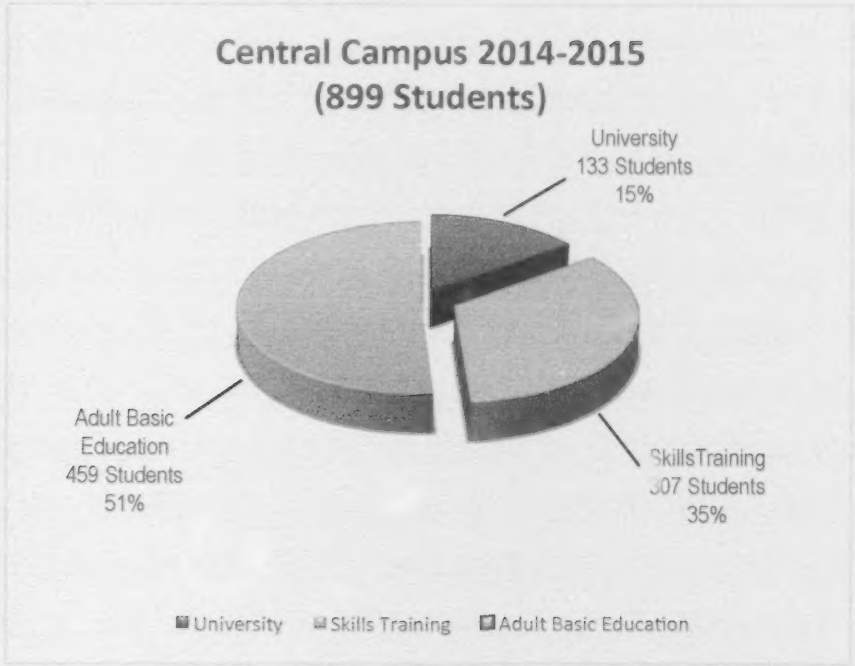
Table 4C

Enrolment by Program Groups for the Central Region

	Central Region	2014-2015 Student Enrolment					2015-2016 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	8	63	12	0	60.66	7	48	18	0	52.70
	Other	3	21	15	0	34.75	4	28	3	0	26.95
	Apprenticeship and Trade	1	0	11	0	2.80	0	0	0	0	0.00
	Total Institute Credit	**12**	**84**	**38**	**0**	**98.21**	**11**	**76**	**21**	**0**	**79.65**
	Total Industry Credit	**8**	**0**	**51**	**2**	**19.99**	**22**	**0**	**161**	**77**	**16.75**
	Total Non-Credit	**8**	**12**	**84**	**36**	**20.85**	**3**	**0**	**32**	**11**	**2.49**
	Total Skills Training	**28**	**96**	**173**	**38**	**139.05**	**36**	**76**	**214**	**88**	**98.89**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Level 3 (Adult 10)	5	47	29	0	55.38	3	22	29	0	26.01
	Level 4 (Adult 12)	4	33	119	0	94.28	3	63	101	0	132.79
	Total Adult Basic Education Credit	**9**	**80**	**148**	**0**	**149.66**	**6**	**85**	**130**	**0**	**158.80**
	Adult Basic Education Non-Credit										
	Employability/Life Skills	2	13	11	0	14.67	1	10	8	0	13.43
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	3	29	21	0	37.13	3	40	17	0	47.16
	Literacy	3	0	157	0	11.86	1	36	48	0	1.05
	Total Adult Basic Education Non-Credit	**8**	**42**	**189**	**0**	**63.66**	**5**	**86**	**73**	**0**	**61.64**
	Total Adult Basic Education	**17**	**122**	**337**	**0**	**213.32**	**11**	**171**	**203**	**0**	**220.44**
	Total University	**8**	**85**	**48**	**0**	**82.71**	**8**	**63**	**50**	**0**	**68.43**
Total Enrolment		**53**	**303**	**558**	**38**	**435.08**	**55**	**310**	**467**	**88**	**387.76**

Refer to the glossary on page 67 for definitions of Student FT, PT, Casual and Full Load Equivalent (FLE)

Central Campus Enrolment Comparison



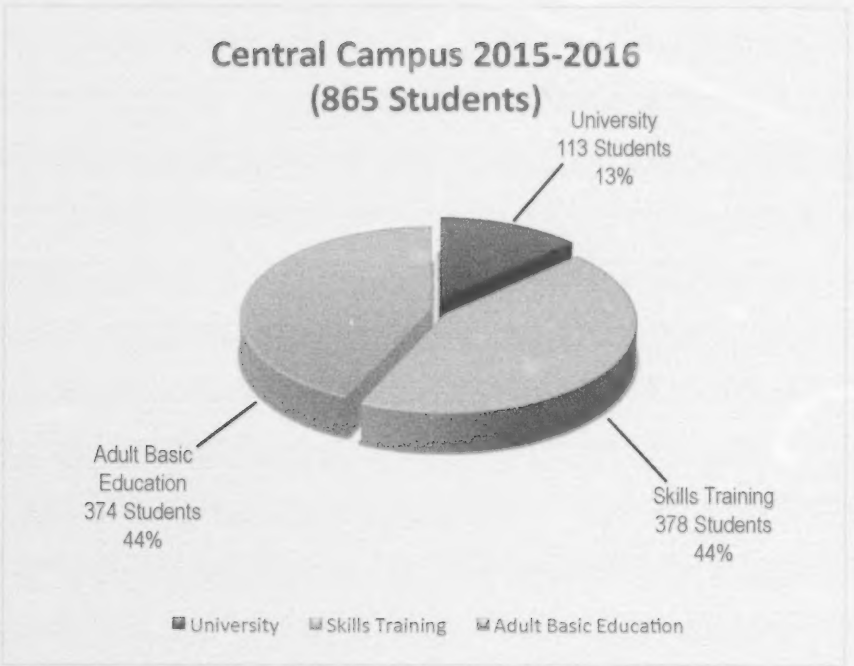


Table 5

Equity Participation Enrolments by Program Groups for Northlands College

Program Groups	Actuals 2014-2015												Actuals 2015-2016											
	Aboriginal			Visible Minority			Disability			Total Enrolment			Aboriginal			Visible Minority			Disability			Total Enrolment		
	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training																								
Institute Credit																								
Saskatchewan Polytechnic	104	13	0	1	0	0	2	0	0	112	15	0	130	43	0	1	0	0	3	1	0	135	44	0
Other	81	15	16	1	0	0	0	0	0	88	15	19	49	3	0	0	0	0	1	0	0	51	3	0
Apprenticeship & Trade	0	11	0	0	0	0	0	1	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Institute Credit	**185**	**39**	**16**	**2**	**0**	**0**	**2**	**1**	**0**	**200**	**41**	**19**	**179**	**46**	**0**	**1**	**0**	**0**	**4**	**1**	**0**	**186**	**47**	**0**
Total Industry Credit	**0**	**175**	**9**	**0**	**0**	**0**	**0**	**4**	**0**	**0**	**179**	**17**	**0**	**428**	**166**	**0**	**1**	**1**	**0**	**3**	**5**	**0**	**433**	**171**
Total Non-Credit	**37**	**108**	**36**	**0**	**1**	**0**	**0**	**1**	**1**	**39**	**110**	**36**	**0**	**95**	**30**	**0**	**0**	**1**	**0**	**4**	**0**	**0**	**95**	**30**
Total Skills Training	**222**	**322**	**61**	**2**	**1**	**0**	**2**	**6**	**1**	**239**	**330**	**72**	**179**	**569**	**196**	**1**	**1**	**2**	**4**	**8**	**5**	**186**	**575**	**201**
Adult Basic Education																								
Adult Basic Education Credit																								
Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 3 (Adult 10)	82	37	0	1	1	0	2	0	0	83	37	0	63	39	0	0	0	0	2	2	0	63	39	0
Level 4 (Adult 12)	67	113	0	3	2	0	0	4	0	67	123	0	98	109	0	3	1	0	0	2	0	101	110	0
Total Adult Basic Education Credit	**149**	**150**	**0**	**4**	**3**	**0**	**2**	**4**	**0**	**150**	**160**	**0**	**161**	**148**	**0**	**3**	**1**	**0**	**2**	**4**	**0**	**164**	**149**	**0**
Adult Basic Education Non-Credit																								
Employability/Life Skills	41	16	0	0	0	0	1	0	0	41	16	0	28	11	0	0	0	0	1	0	0	28	11	0
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	52	24	0	0	0	0	1	0	0	53	24	0	72	26	0	0	0	0	1	2	0	73	27	0
Literacy	0	110	0	0	3	0	0	2	0	0	166	0	25	33	0	0	3	0	1	0	0	41	54	0
Total Adult Basic Education Non-Credit	**93**	**150**	**0**	**0**	**3**	**0**	**2**	**2**	**0**	**94**	**206**	**0**	**125**	**70**	**0**	**0**	**3**	**0**	**3**	**2**	**0**	**142**	**92**	**0**
Total Adult Basic Education	**242**	**300**	**0**	**4**	**6**	**0**	**4**	**6**	**0**	**244**	**366**	**0**	**286**	**218**	**0**	**3**	**4**	**0**	**5**	**6**	**0**	**306**	**241**	**0**
Total University	**110**	**55**	**0**	**2**	**2**	**0**	**1**	**0**	**0**	**118**	**67**	**0**	**98**	**62**	**0**	**2**	**1**	**0**	**3**	**1**	**0**	**103**	**74**	**0**
Total Enrolment	**574**	**677**	**61**	**8**	**9**	**0**	**7**	**12**	**1**	**601**	**763**	**72**	**563**	**849**	**196**	**6**	**6**	**2**	**12**	**15**	**5**	**595**	**890**	**201**

Refer to glossary on page 67 for definitions of Student Full-Time (FT), Student Part-Time (PT) and Student Casual (Cas)

Table 6
Student Success by Program Groups for Northlands College

Program Groups	Actuals 2014-2015												Actuals 2015-2016											
	Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training			Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training		
	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training																								
Institute Credit																								
Saskatchewan Polytechnic	12	13	0	72	1	0	9	0	0	1	0	0	14	8	0	84	23	0	4	4	0	5	5	0
Other	12	1	19	50	9	0	0	0	0	8	0	0	4	2	0	32	0	0	2	0	0	7	0	0
Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Institute Credit	**24**	**14**	**19**	**122**	**19**	**0**	**9**	**0**	**0**	**9**	**0**	**0**	**18**	**10**	**0**	**116**	**23**	**0**	**6**	**4**	**0**	**12**	**5**	**0**
Total Industry Credit	**0**	**21**	**0**	**0**	**145**	**15**	**0**	**11**	**0**	**0**	**9**	**13**	**0**	**108**	**31**	**0**	**299**	**133**	**0**	**46**	**13**	**0**	**29**	**8**
Total Non-Credit	**26**	**101**	**36**	**0**	**0**	**0**	**1**	**0**	**9**	**4**	**21**	**4**	**0**	**73**	**27**	**0**	**0**	**0**	**0**	**5**	**1**	**0**	**14**	**0**
Total Skills Training	**50**	**136**	**55**	**122**	**164**	**15**	**10**	**11**	**9**	**13**	**30**	**17**	**18**	**191**	**58**	**116**	**322**	**133**	**6**	**55**	**14**	**12**	**48**	**8**
Adult Basic Education																								
Adult Basic Education Credit																								
Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 3 (Adult 10)	32	0	0	23	0	0	0	39	0	47	0	39	23	6	0	20	0	0	4	1	0	26	0	0
Level 4 (Adult 12)	42	63	0	25	4	0	0	25	19	37	32	44	62	49	0	30	6	0	8	2	0	52	4	0
Total Adult Basic Education Credit	**74**	**63**	**0**	**48**	**4**	**0**	**0**	**64**	**19**	**84**	**32**	**83**	**85**	**55**	**0**	**50**	**6**	**0**	**12**	**3**	**0**	**78**	**4**	**0**
Adult Basic Education Non-Credit																								
Employability/Life Skills	28	0	0	0	0	2	0	9	0	15	0	24	11	0	0	0	0	0	2	0	0	0	0	0
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	36	0	0	0	0	4	0	18	0	26	0	0	48	0	0	0	0	0	4	0	0	22	0	0
Literacy	0	144	0	0	0	0	0	0	3	0	4	3	41	53	0	0	0	0	4	2	0	0	0	0
Total Adult Basic Education Non-Credit	**64**	**144**	**0**	**0**	**0**	**6**	**0**	**27**	**3**	**41**	**4**	**27**	**100**	**53**	**0**	**0**	**0**	**0**	**10**	**2**	**0**	**22**	**0**	**0**
Total Adult Basic Education	**138**	**207**	**0**	**48**	**4**	**6**	**0**	**91**	**22**	**125**	**36**	**110**	**185**	**108**	**0**	**50**	**6**	**0**	**22**	**5**	**0**	**100**	**4**	**0**
Total University	**95**	**44**	**0**	**11**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**93**	**58**	**0**	**5**	**0**	**0**	**10**	**11**	**0**	**77**	**28**	**0**
Total Enrolment	**283**	**387**	**55**	**181**	**173**	**21**	**10**	**102**	**31**	**138**	**66**	**127**	**296**	**357**	**58**	**171**	**328**	**133**	**38**	**71**	**14**	**189**	**80**	**8**

Refer to glossary on page 67 for definitions of Student Full-Time (FT), Student Part-Time (PT) and Student Casual (Cas)

Table 7
Equity Participation Completers and Graduates by Program Groups for Northlands College

Program Groups	Actuals 2014-2015									Actuals 2015-2016								
	Aboriginal			Visible Minority			Disability			Aboriginal			Visible Minority			Disability		
	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
Skills Training																		
Institute Credit																		
Saskatchewan Polytechnic	117	21	68	1	0	1	2	1	0	173	21	103	1	0	0	4	0	3
Other	112	28	55	1	0	1	0	0	0	52	6	30	0	0	0	0	0	0
Apprenticeship and Trade	11	0	9	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
Total Institute Credit	**240**	**49**	**132**	**2**	**0**	**2**	**3**	**1**	**1**	**225**	**27**	**133**	**1**	**0**	**0**	**5**	**0**	**4**
Total Industry Credit	**184**	**21**	**149**	**0**	**0**	**0**	**4**	**0**	**3**	**593**	**138**	**423**	**2**	**0**	**2**	**8**	**2**	**6**
Total Skills Training Non-Credit	**181**	**159**	**0**	**1**	**1**	**0**	**2**	**2**	**0**	**125**	**100**	**0**	**1**	**1**	**0**	**4**	**4**	**0**
Total Skills Training	**605**	**229**	**281**	**3**	**1**	**2**	**9**	**3**	**4**	**943**	**265**	**556**	**4**	**1**	**2**	**17**	**6**	**10**
Adult Basic Education																		
Adult Basic Education Credit																		
Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 3 (Adult 10)	119	32	23	2	1	0	2	1	0	102	29	20	0	0	0	4	1	2
Level 4 (Adult 12)	180	100	29	5	2	1	4	4	0	207	108	35	4	3	1	2	1	0
Total Adult Basic Education Credit	**299**	**132**	**52**	**7**	**3**	**1**	**6**	**5**	**0**	**309**	**137**	**55**	**4**	**3**	**1**	**6**	**2**	**2**
Adult Basic Education Non-Credit																		
Employability/Life Skills	57	28	0	0	0	0	1	1	0	39	11	0	0	0	0	1	0	0
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	76	36	0	0	0	0	1	0	0	98	48	0	0	0	0	3	0	0
Literacy	110	94	0	3	2	0	2	1	0	58	57	0	3	3	0	1	1	0
Total Adult Basic Education Non Credit	243	**158**	0	**3**	**2**	0	**4**	**2**	0	**195**	**116**	**0**	**3**	**3**	**0**	**5**	**1**	**0**
Total Adult Basic Education	**542**	**290**	**52**	**10**	**5**	**1**	**10**	**7**	**0**	**504**	**253**	**55**	**7**	**6**	**1**	**11**	**3**	**2**
Total University	**165**	**126**	**11**	**4**	**2**	**1**	**1**	**1**	**0**	**160**	**136**	**5**	**3**	**3**	**0**	**4**	**4**	**0**
Total Enrolment	**1312**	**645**	**344**	**17**	**8**	**4**	**20**	**11**	**4**	**1607**	**654**	**616**	**14**	**10**	**3**	**32**	**13**	**12**

Human Resources

In 2015-2016 there were 13 FTE out-of-scope staff and 112.36 FTE in-scope staff.

Employment Equity Program

The Human Resources Department of Northlands College oversees the College's Employment Equity Plan, which is approved by the Saskatchewan Human Rights Commission, and helps to realize the application of internal policies to ensure equitable hiring practices and a healthy working and learning environment.

The Northlands College Employment Equity Program was implemented in 1995 with the primary objective of a representative workforce at the college. The program includes the following three primary goals designed to achieve the broader objective of a representative workforce.

- Maximize recruitment of individuals of Aboriginal Ancestry.
- Attain a 50% workforce demographic represented by the northern population in all classifications within an 8-10 year period.
- Attain a workforce that is 100% reflective of the northern demographics.

At the time of inception of the program in 1995, 28% of the college workforce consisted of staff of Aboriginal ancestry. The following tables provide an overview of recent activity and illustrate the degree of progress towards the preceding goals.

Table 9
Comparison of 2015-2016 Annual Staff Equity Statistics to 2014-2015 and 2013-2014.

	Total Staff	Aboriginal Ancestry		Disabled Persons		Women		Visible Minority	
		Staff	%	Staff	%	Staff	%	Staff	%
2015-2016	152	75	49.34	9	5.9	93	61.18	6	3.95
2014-2015	166	83	50	10	6.1	98	59.1	7	4.3
2013-2014	160	86	53.8	9	5.7	93	58.2	5	3.2

Table 10
2015-2016 New Hires by Equity Group

	Total Staff	Aboriginal Ancestry		Non-Aboriginal		Visible Minority		Disabled Persons	
		Staff	%	Staff	%	Staff	%	Staff	%
Male	6	2	33.33	4	66.66	0	0.0	1	16.67
Female	8	8	100	0	0	0	0.0	0	0.0
Total	14	10	71.43	4	28.57	0	0.0	1	7.14

College Staff

Head Office & River Campus

Ballentyne, Paul	Senior Program Coordinator
Best, Christopher	Mine Simulator Instructor
Brown, Cheryl	Human Resources Advisor
Brown, Ken	Facilities Manager
Burnouf, Jordyn	Student Recruitment Officer
Cardiff, Eric	Facilities Assistant
Carlson, Donna	Administrative Assistant
Charles, Charlene	Payroll Clerk
Charles, Elizabeth	Program Assistant
Chester, Jamie	Marketing & Public Relations Coordinator
Collins, Linda	Accounting Manager
Cook, Julian	IT Technician
Corrigal, Roland	Website & Marketing Associate
Durocher, Colleen	Director of Mining Programming
Georges, Sky	Facilities Assistant
Giesbrecht, Chris	Junior Systems Administrator
Gordon, Erin	Human Resources Manager
Goulet, Ordean	Director of Technical & Trades Programming
Greschner, Kelvin (Toby)	President & CEO
Hendry, Jennifer	Technical Instructor
Hennie, Emily	Administrative Assistant
Hoeft, Joanne	Registrar
Jeffries, Cheryl	Human Resources Assistant
Karlewicz, Vince	Mining Engineering Instructor
Kyplain, Jennifer	Executive Assistant
Lanke, Uday	Mining Engineering Instructor
Lockstein, Richard	Mining Engineering Instructor
Maggrah, Bobbi	Registrar
Maggrah, Bobbi	Student Advisor
Mayer-Halkett, Jennifer	Program Clerk
McDougald, Chandra	Director of Mining Programming
McKenzie, Angie	Accounting Clerk
McKenzie, Angie	Associate Registrar
McKenzie, Dawn	Accounting Clerk
Orthner, Bryan	Systems Administrator
Plunz, Angela	Student Services Clerk 3
Poitras, Carson	Senior Program Coordinator
Putz, Trevor	Accounting Technician
Roberts, Leonard	Electical Instructor
Robinson, Tyson	Administrative Receptionist
Russell, Tricia	IT Assistant
Sanderson, Luanne	Program Assistant

Sanderson, Sophie	Payroll Clerk
Stockdale, Aaron	Inventory Controller
Stockdale, Aaron	IT Technician
Stratton, Nadine	Accounting Clerk
Thomas, William	Senior Program Coordinator
Wilson, Jason	IT Manager
Young, Shelley	Director of Finance & Administration

La Ronge Campus and Area

Arcand, Cara	Practical Nursing Instructor
Ballantyne, Marlina	Summer School Instructor
Beatty, Lulua	Bridging to Adult 10/12 Instructor
Bell, Brandi	Student Advisor
Bell, Lena	Program Assistant
Berg, Waldo	Academic Preparation for the Trades Instructor
Bishoff, Alan	Technical Math Instructor
Bosiak, Charlene	Early Childhood Education Instructor
Boyle, Damian	Workplace Education Instructor
Brizinski, Morris	Adult Essential Skills Levels 1 & 2 Instructor
Brizinski, Morris	Health Careers Access Instructor
Chrispen, Cherise	Adult Essential Skills Level 1 & 2 Instructor
Chrispen, Cherise	Director of Student Services
Clinton-Cardin, Barb	Campus Clerk 3
Commanda, Valarie	Practical Nursing Instructor
Duffy, Sharon	Adult 12 Instructor
Dyck, Peggy	Adult 12 Instructor
Finlayson, Barb	Program Assistant
Franck, Peter	Industrial Mechanics Instructor
Fremont, Beatrice	Senior Program Coordinator
Glazebrook, Don	Residential Renovation & Construction Instructor
Gruchy, David	Adult Essential Skills Levels 1 & 2 Instructor
Gruchy, David	Distance Education Instructor Aide
Hanson, Kelly Wendy	Essential Skills Resource Trainer/Instructor
Hardcastle, Karla	Manager of University Programming
Harrington, Kandice	Adult 12 Instructor
Haugen, Brett	Job Coach
Haydukewich, Kelly	Online High School Instructor
Hill, Elizabeth	Online Instructor/Curriculum Developer
Kammermayer, Karen	Practical Nursing Instructor
Klassen, Ellen	Degree Nursing Instructor
Lafleur, Lazar	Adult 12 Instructor
Lafleur, Lazar	Summer School Instructor
Layton, Alicia	Adult 12 Instructor
Lowenberg, Rita	Access Learning Centre Instructor
MacLeod, Jason	Access Learning Centre Instructor
MacMillan, Darcy	Building Attendant

Mayer-Halkett, Jennifer	Program Assistant
McDougald, Chandra	Senior Program Coordinator
McDougald, Rob	Retail & Customer Service Instructor
McKenzie, Bruce	Adult 10 Instructor
McKenzie, John	Carpenter
Morvik, Kory	Counsellor
Nagy, Laura	Distance Education Instructor Aide
Ngassa, Charles	Adult 10 Instructor
Ngassa, Charles	Adult 12 Instructor
Ngassa, Charles	Summer School Instructor
Penney, Guy	Director of Academic Programming
Poitras, Regina	Student Advisor
Pugsley, Amy	Family Literacy Instructor/Facilitator
Schafer, Desiree	Distance Education Instructor Aide
Senga, Janelle	Campus Manager
Sewap, Maggie	Administrative Assistant
Sweet, Carol	Inclusive Education Instructor/Instructional Skills Trainer
Thompson, Robert	Senior Program Coordinator
Tingley, Samantha	Student Advisor
Todd, Kristy	Distance Education Instructor Aide
Wolverine, Jocelyn	Administrative Assistant

Buffalo Narrows Campus and area

Bartley, Denise	Program Assistant
Bishoff, Alan	Heavy Equipment Truck & Transport Technician Instructor
Bussey, Valance	Heavy Equipment Truck & Transport Technician Instructor
Chartier, Annie	Residence Custodian
Daigneault, Frank	Security Guard
Desjarlais, Rose	Housekeeper
Iron, Dwayne	Food Service Cook Instructor
Khalil, Amro	Distance Education Instructor Aide
Koebernick, Tammy	Building Attendant
Kuypers, Miriam	Distance Education Instructor Aide
Lancaster, John	Adult 12 Instructor
Lariviere, Linda	Adult 10 Instructor
Lavoie, Nicole	Senior Program Coordinator
Maurice, Adrienne	Food Service Cook Instructor
McCallum, Howard	Security Guard
McCallum, Rita	Pre-Developmental Studies A Instructor
McLeod, Lisa	Campus Manager
Niekamp, Evan	Food Service Cook Instructor
Paetkau, Steven	Carpentry Level 1 Instructor
Paetkau, Tim	Adult 10/12 Instructor
Pedersen, Janelle	Campus Clerk 4
Pedersen, Jessica	Distance Education Instructor Aide
Pedersen, Lisa	Student Advisor
Pedersen, Louise	Counsellor

Pedersen, Valerie	Cook
Phillips, Doug	Welding Instructor
Rawal, Indermohan	Health Careers Access Instructor
Rawal, Indermohan	Senior Program Coordinator
Richardson, Rose	Adult 10 Instructor
Roy, Doreen	Student Advisor
Thompson, Robert	Coordinator

Creighton Campus and area

Beck, Harold Monty	Residential Renovations & Construction Instructor
Cardinal, Patrick	Early Childhood Education Instructor
Carriere, Clifford	Bridging to Adult 10/12 Instructor
Carriere, Paige	Adult 12 Instructor
Deans, Georgette	Residence Custodian
Eastman, Cheryl	Campus Clerk 4
Gabriel, Marnie	Adult 10 Instructor
Grant-Bloxom, Patty	Student Advisor
Harris, Sylvia	Student Advisor
Iwasyk, Marilyn	University Instructor
Joa, Janet	Office Administration Instructor
Jobes, Heather	Building Attendant
Lentowicz, Jan	Campus Manager
Markham, June	Residence Custodian
McDermott, Ethel	Residence Custodian
Morissette, Penny	Campus Clerk 3
Murphy, Matthew	Welding Instructor
Vandall, Jocelyn	Adult 12 Instructor
Vandall, Jocelyn	Campus Manager

Comparison of Stated Financial Objectives and Performance

2015/16 Revenue and Expenditures Variances			
	Budget	**Actual**	**Variance**
Revenue:			
General	9,426,300	**10,161,046**	734,746
Skills Credit	4,219,712	**4,787,101**	567,389
Skills Non-Credit	851,000	**290,690**	(560,310)
Basic Education Credit	2,434,311	**1,502,534**	(931,777)
Basic Education Non-Credit	659,250	**1,427,151**	767,901
University	2,343,674	**1,723,507**	(620,167)
Learner Support	55,000	**200,634**	145,634
Counseling Services	-	**283,291**	283,291
Scholarships	46,113	**37,234**	(8,879)
Student Housing	207,000	**1,000,404**	793,404
Total Revenue	**$ 20,242,360**	**$ 21,413,592**	**$ 1,171,232**
Expenses:			
General	8,132,559	**8,119,939**	(12,620)
Skill Credit	5,346,059	**5,491,811**	145,752
Skills Non-Credit	881,970	**290,690**	(591,280)
Basic Education Credit	2,423,978	**2,020,392**	(403,586)
Basic Education Non-Credit	830,389	**1,509,200**	678,811
University	2,383,724	**1,631,480**	(752,244)
Learner Support	55,000	**245,208**	190,208
Counseling Services	919,026	**874,884**	(44,142)
Scholarships	132,500	**97,854**	(34,646)
Student Housing	982,899	**1,013,315**	30,416
Total Expenses	**$ 22,088,104**	**$ 21,294,773**	**$ (793,331)**
(Deficiency) of Revenues over Expenses	**$ (1,845,744)**	**$ 118,819**	**$ 1,964,563**

There was a significant difference between the small surplus and the anticipated deficit of $1.8m. The majority of the deficit reduction was from $1.2m revenue funded by the Ministry of Western Economic Development (WD) and almost $200,000 from the International Minerals Innovation Institute, Inc. (IMII) for the purpose of constructing the new Mine School at River Campus. The turn-around time on this project was incredibly fast and we are pleased to announce the anticipated time for its use is to begin in January 2017. Although $1.4m was provided in revenue, there would be no expense in 2015/16 to offset that revenue as the cost for work-in-progress is capitalized and will be amortized over 20 years beginning in 2017.

The Ministry of Advanced Education approved and paid an unanticipated $629,300 toward significant renovations to an existing building so that training in skills and trades could diversify program offerings, more than double the number of graduates in one year at River Campus, and provide a safe training environment designed for training. A portion of this funding was also used to modernize the electrical infrastructure to the College's main campus building. This renovation was to primarily bring the fire panel up to modern code and to replace the fixtures for T12 bulbs, no longer manufactured, with T8 and LED fixtures. Additionally, the electrical portion of the funding provides the capacity for incorporating modern technology safely into the classrooms in the 21-year-old facility. Finally, the preventative maintenance and repair funding was used to install an air-mixer into the existing HVAC system to remedy the 10 degree differential from classrooms on one side of the hallway to the other; as well as, to improve energy efficiency by eliminating the ongoing battle between the boilers and the air conditioner caused by the conflicting temperatures in the building.

Accounting for the remainder of the variance between budget and actual deficit and surpluses reported at the 2016 fiscal year-end is that 4% ($793,331) less was expensed in the year than was budgeted . Expenses were realized by finding some efficiencies, through some attrition, and resulting from changes in program plans. While slightly more was expensed in some areas, salaries and benefits were actually 3% ($327,104) lower than budgeted, contract costs approximately 9% ($381,075) lower, and operating, equipment and facilities costs 2% ($117,672) lower.

Use of Internally Appropriated Surplus in College Operations

The College maintains six specific appropriations within its internally appropriated surplus:

Capital Purchase Appropriation - $103,024 – is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. There are no currently outstanding commitments against this appropriation.

Building Capital Appropriation - $231,601 – is intended to purchase/renovate buildings to sustain programming at the College. Of the $300,000 committed to building an addition to the existing Mine School, $56,601 remains for project completion leaving uncommitted funds of $175,000 at June 30, 2016.

Building/Equipment Maintenance Appropriation - $5,864 - is intended to maintain the aged buildings and equipment owned by the College. There was no activity in this appropriation in 2015/16.

Information Technology Appropriation - $46,350– is to ensure the College can maintain an IT infrastructure that operates to effectively help students through their programs. The Board approved investment in a Disaster Recovery and Networking Plan for $170,000. Expenditures from this commitment were: $90,293 in 2014/15 and $54,487 in 2015/16. At June 30, 2016, $25,220 remains committed to Disaster Recovery equipment and software and $21,130 of this appropriation remains uncommitted.

Education Leave Appropriation – $281,504 – represents the amount the Board has committed to the purpose of supporting staff in future educational requirements. This appropriation appears to be new; however, it was reported as a liability until this fiscal year based on Fund Accounting principles under the GAAP standard, and is now correctly identified as a Board Appropriation under Public Sector Accounting Standards.

Training and Education Appropriation - $19,659 – is intended for use toward specific programming initiatives with Board approval. There are no commitments outstanding against this appropriation.

Northlands College

Financial Statements

Year ended June 30, 2016

NORTHLANDS COLLEGE

Head Office
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September 27, 2016

The Honourable Bronwyn Eyre
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Drive
REGINA, Saskatchewan S4S 0B3

Dear Minister Eyre:

On behalf of the Board of Directors of Northlands College and in accordance with the provisions of the Regional Colleges Act, I am pleased to submit the audited financial statements of Northlands College for the fiscal year ended June 30, 2016.

Sincerely,

Deborah Charles
Board Chair

c: Marcel Michaud, Ministry of Advanced Education
David Langen, Ministry of Finance

Management's Responsibility

To the Board of Directors of Northlands College:

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the College. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for the appointment of the College's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

September 23, 2016

Kelvin Greschner
Chief Executive Officer

Shelley Young
Director of Finance and Operations

Independent Auditors' Report

To the Board of Directors of Northlands College:

We have audited the accompanying consolidated financial statements of Northlands College, which comprise the consolidated statement of financial position as at June 30, 2016, and the consolidated statements of operations and accumulated surplus, changes in net financial assets, cash flows and the supporting schedules for the year ended June 30, 2016, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements
Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Northlands College as at June 30, 2016 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Prince Albert, Saskatchewan

September 23, 2016

MNP LLP

Chartered Professional Accountants

Northlands College
Consolidated Statement of Financial Position
as at June 30, 2016

	June 30 2016	June 30 2015
Financial Assets		
Cash and cash equivalents *(Note 3)*	$ 3,756,490	$ 5,969,444
Accounts receivable *(Note 4)*	1,424,913	1,351,977
Total Financial Assets	5,181,403	7,321,421
Liabilities		
Accrued salaries and benefits *(Note 6)*	721,834	651,315
Accounts payable and accrued liabilities *(Note7)*	908,140	1,625,027
Deferred revenue *(Note 8)*	43,028	317,706
Liability for employee future benefits *(Note 9)*	293,300	282,700
Long-term debt *(Note 10)*	466,849	333,739
Total Financial Assets	2,433,151	3,210,487
Net Financial Assets	2,748,252	4,110,934
Non-Financial Assets		
Tangible capital assets *(Note 11)*	5,564,459	3,912,079
Inventory of supplies for consumption	72,283	103,635
Prepaid expenses *(Note 12)*	142,367	281,896
Total Non-Financial Assets	5,779,109	4,297,610
Accumulated Surplus	$ 8,527,361	$ 8,408,544
Accumulated Surplus is comprised of:		
Accumulated surplus from operations	$ 8,527,361	$ 8,408,544
Total Accumulated Surplus	$ 8,527,361	$ 8,408,544

Contingent Liabilities *(Note 19)*
Contractual Obligations and Commitments *(Note 18)*

The accompanying notes and schedules are an integral part of these financial statements

On behalf of the Board:

Director

Director/CFO

Statement 2

Northlands College
Consolidated Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2016

	2016 Budget *(Note 15)*	2016 Actual	2015 Actual
Revenues (Schedule 2)			
Provincial government			
Grants	$ 13,661,000	$ 13,991,558	$ 13,575,417
Other	92,000	470,313	989,262
Federal government			
Grants	-	1,225,453	266,326
Other revenue			
Administrative recoveries	369,000	202,646	226,279
Contracts	1,733,650	2,157,170	2,371,777
Interest	76,913	46,565	67,554
Rents	616,961	180,630	171,905
Resale items	254,500	300,406	360,322
Tuitions	1,739,025	757,017	1,121,149
Donations	40,000	21,948	32,482
Other	1,659,311	2,059,886	1,594,217
Total revenues	20,242,360	21,413,590	20,776,690
Expenses (Schedule 3)			
General	8,132,555	8,119,939	7,995,297
Skills training	6,228,029	5,782,501	5,508,707
Basic education	3,254,367	3,529,592	3,090,463
University	2,383,726	1,631,480	2,054,304
Services	974,028	1,120,092	995,856
Scholarships	132,500	97,854	83,584
Student housing	982,899	1,013,315	919,825
Total expenses	22,088,104	21,294,773	20,648,036
(Deficit) Surplus for the Year from Operations	(1,845,744)	118,817	128,654
Accumulated Surplus, Beginning of Year	8,408,544	8,408,544	8,279,890
Accumulated Surplus, End of Year	$ 6,562,800	$ 8,527,361	$ 8,408,544

The accompanying notes and schedules are an integral part of these financial statements

Statement 3

Northlands College
Consolidated Statement of Changes in Net Financial Assets
as at June 30, 2016

	2016 Budget (Note 15)	2016 Actual	2015 Actual
Net Financial Assets, Beginning of Year	$ 4,110,934	$ 4,110,934	$ 4,635,564
Surplus (Deficit) for the Year from Operations	(1,845,744)	118,817	128,654
Acquisition of tangible capital assets	(789,342)	(2,493,178)	(816,053)
Amortization of tangible capital assets	808,277	840,798	781,107
Contributed tangible capital assets	-	-	(425,000)
Acquisition of inventory of supplies for consumption	-	(72,283)	(103,628)
Acquisition of prepaid expenses	-	(142,368)	(281,896)
Consumption of supplies inventory	-	103,635	94,733
Use of prepaid expenses	-	281,897	97,453
Change in Net Financial Assets	(1,826,809)	(1,362,682)	(524,630)
Net Financial Assets, End of Year	$ 2,284,125	$ 2,748,252	$ 4,110,934

The accompanying notes and schedules are an integral part of these financial statements

Statement 4

Northlands College
Consolidated Statement of Cash Flows
for the year ended June 30, 2016

	2016	2015
Operating Activities		
Surplus for the year from operations	$ 118,817	$ 128,654
Non-cash items included in surplus (deficit)		
Amortization of tangible capital assets	840,798	781,107
Contributed tangible capital assets	-	(425,000)
Changes in non-cash working capital		
(Increase) decrease in accounts receivable	(72,936)	471,427
Increase (decrease) in accrued salaries and benefits	70,519	(86,100)
(Decrease) in accounts payable and accrued liabilities	(716,887)	(1,422,841)
(Decrease) in deferred revenue	(274,678)	(50,489)
Increase in employee future benefits	10,600	19,800
Decrease (increase) in inventory of supplies for consumption	31,352	(8,895)
Decrease (increase) in prepaid expenses	139,529	(184,443)
Cash Provided (Used) by Operating Activities	147,114	(776,780)
Capital Activities		
Cash used to acquire tangible capital assets	(2,493,178)	(816,053)
Cash Used by Capital Activities	(2,493,178)	(816,053)
Financing Activities		
Proceeds from issuance of long-term debt	249,804	154,158
Repayment of long-term debt	(116,694)	(63,454)
Cash Provided by Financing Activities	133,110	90,704
(Decrease) in Cash and Cash equivalents	(2,212,954)	(1,502,130)
Cash and Cash Equivalents, Beginning of Year	5,969,444	7,471,574
Cash and Cash Equivalents, End of Year	$ 3,756,490	$ 5,969,444
Represented on the Financial Statements as:		
Cash and cash equivalents	$ 3,756,490	$ 5,969,444
Cash and Cash Equivalents, End of Year	$ 3,756,490	$ 5,969,444

The accompanying notes and schedules are an integral part of these financial statements

Schedule 1

Northlands College
Consolidated Schedule of Revenues and Expenses by Function
for the year ended June 30, 2016

	2016 Actual									2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit			Actual	Budget	Actual
Revenues (Schedule 2)													
Provincial government	$ 6,522,948	$ 3,358,496	$ 270,384	$ 1,364,267	$ 1,217,603	$ 61,637	$ 283,291	$ 542,344	$ -	$ 840,899	$ 14,461,869	$ 13,753,000	$ 14,564,679
Federal government	1,225,453	-	-	-	-	-	-	-	-	-	1,225,453	-	266,326
Other	2,412,645	1,428,605	20,306	138,267	209,548	138,997	-	1,181,163	37,234	159,505	5,726,268	6,489,360	5,945,685
Total Revenues	10,161,046	4,787,101	290,690	1,502,534	1,427,151	200,634	283,291	1,723,507	37,234	1,000,404	21,413,590	20,242,360	20,776,690
Expenses (Schedule 3)													
Agency contracts	193,801	2,207,847	150,403	335,225	283,474	7,130	-	443,488	-	140,388	3,761,756	4,142,831	3,583,560
Amortization	840,798	-	-	-	-	-	-	-	-	-	840,798	808,277	761,107
Equipment	279,295	159,603	806	13,728	31,425	413	10,738	30,469	-	4,198	530,675	541,648	644,404
Facilities	761,665	402,841	4,464	98,263	52,773	-	-	72,480	-	470,441	1,862,757	1,816,839	1,602,819
Information technology	250,153	105,683	4,830	66,153	58,548	-	-	11,439	-	-	496,806	357,464	436,181
Operating	1,374,477	888,639	113,059	179,385	91,763	236,790	39,761	235,655	97,854	68,511	3,325,895	3,617,854	3,198,638
Personal services	4,419,750	1,727,398	17,098	1,327,638	991,217	875	824,385	837,949	-	329,777	10,476,087	10,803,191	10,401,327
Total Expenses	8,119,939	5,491,811	290,690	2,020,392	1,509,200	245,208	874,884	1,631,480	97,854	1,013,315	21,294,773	22,088,104	20,648,036
Surplus (Deficit) for the year	$ 2,041,107	$ (704,710)	$ -	$ (517,858)	$ (82,049)	$ (44,574)	$ (591,593)	$ 92,027	$ (60,620)	$ (12,911)	$ 118,817	$ (1,845,744)	$ 128,654

Schedule 2

Northlands College
Consolidated Schedule of Revenues by Function
for the year ended June 30, 2016

	2016 Revenues Actual										2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Revenues Actual	Total Revenues Budget	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Provincial Government													
Advanced Education/ Economy													
Operating grants	$ 5,107,385	$ -	$ -	$ -	$ -	$ -	$ 283,291	$ 296,325	$ -	$ 840,899	$ 6,527,900	$ 6,562,800	$ 6,515,300
Program grants	-	3,314,479	270,384	1,364,267	1,037,603	54,594	-	220,000	-	-	6,261,327	6,162,335	6,210,837
Capital grants	654,300	-	-	-	-	-	-	-	-	-	654,300	25,000	242,000
	5,761,685	3,314,479	270,384	1,364,267	1,037,603	54,594	283,291	516,325	-	840,899	13,443,527	12,750,135	12,968,137
Contracts	548,029	-	-	-	-	-	-	-	-	-	548,029	294,362	-
Other	-	-	-	-	-	-	-	-	-	-	-	616,503	607,280
	6,309,714	3,314,479	270,384	1,364,267	1,037,603	54,594	283,291	516,325	-	840,899	13,991,556	13,661,000	13,575,417
Other provincial	213,234	44,017	-	-	180,000	7,043	-	26,019	-	-	470,313	92,000	989,262
Total Provincial	6,522,948	3,358,496	270,384	1,364,267	1,217,603	61,637	283,291	542,344	-	840,899	14,461,869	13,753,000	14,564,679
Federal Government													
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital grants	1,225,453	-	-	-	-	-	-	-	-	-	1,225,453	-	266,326
	1,225,453	-	-	-	-	-	-	-	-	-	1,225,453	-	266,326
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	1,225,453	-	-	-	-	-	-	-	-	-	1,225,453	-	266,326
Other Revenue													
Admin recovery	172,256	-	-	-	-	-	-	30,390	-	-	202,646	369,000	226,279
Contracts	436,953	838,121	20,304	131,195	201,988	-	-	528,609	-	-	2,157,170	1,733,650	2,371,777
Interest	44,658	-	-	-	-	-	-	-	1,907	-	46,565	76,913	67,554
Rents	-	14,566	-	5,404	7,343	-	-	-	-	153,317	180,630	616,961	171,905
Resale items	9,509	157,508	-	1,668	56	45,307	-	86,358	-	-	300,406	254,500	360,322
Tuitions	858	418,110	-	-	-	-	-	338,049	-	-	757,017	1,739,025	1,121,149
Donations	-	-	-	-	-	-	-	-	21,948	-	21,948	40,000	32,482
Other	1,748,411	300	-	-	161	93,690	-	197,757	13,379	6,188	2,059,886	1,659,311	1,594,217
Total Other	2,412,645	1,428,605	20,304	138,267	209,548	138,997	-	1,181,163	37,234	159,505	5,726,268	6,489,360	5,945,685
Total Revenues	$ 10,161,046	$ 4,787,101	$ 290,688	$ 1,502,534	$ 1,427,151	$ 200,634	$ 283,291	$ 1,723,507	$ 37,234	$ 1,000,404	$ 21,413,590	$ 20,242,360	$ 20,776,690

Schedule 3

Northlands College
Consolidated Schedule of Expenses by Function
for the year ended June 30, 2016

	2016 Expenses Actual										2016	2016	2015
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Expenses Actual	Total Expenses Budget	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Agency Contracts													
Contracts	$ 193,801	$ 2,297,847	$ 150,403	$ 335,225	$ 283,474	$ 7,130	$ -	$ 443,488	$ -	$ 140,388	$ 3,781,756	$ 4,142,831	$ 3,583,560
	193,801	2,297,847	150,403	335,225	283,474	7,130	-	443,488	-	140,388	3,781,756	4,142,831	3,583,560
Amortization	840,798	-	-	-	-	-	-	-	-	-	840,798	805,277	781,107
Equipment													
Equipment (non-capital)	72,330	101,659	36	7,116	-	-	884	3,350	-	2,567	187,942	166,403	114,284
Rental	162,390	57,878	-	597	31,425	410	9,854	27,119	-	1,005	290,681	354,744	514,792
Repairs and maintenance	44,575	66	770	6,015	-	-	-	-	-	626	52,052	20,500	15,356
	279,295	159,603	806	13,728	31,425	410	10,738	30,469	-	4,198	530,675	541,648	644,434
Facilities													
Building supplies	44,061	-	-	-	-	-	-	-	-	13,511	57,572	32,250	47,798
Grounds	16,466	-	-	-	-	-	-	-	-	1,981	18,447	85,533	70,329
Janitorial	137,270	607	-	-	-	-	-	680	-	2,451	141,008	179,201	145,580
Rental	243,114	388,918	4,494	-	49,517	-	-	71,890	-	375,421	1,133,264	976,364	969,592
Repairs & maintenance buildings	145,426	10,912	-	98,341	-	-	-	-	-	48,212	302,891	182,764	189,055
Utilities	175,328	2,204	-	(78)	3,256	-	-	-	-	28,965	209,575	357,727	183,555
	761,665	402,641	4,494	98,263	52,773	-	-	72,490	-	470,641	1,862,757	1,816,839	1,602,819
Information Technology													
Computer services	54,193	-	-	-	-	-	-	-	-	-	54,193	45,220	45,149
Data communications	27,150	-	-	-	-	-	-	76	-	-	27,226	14,872	12,443
Equipment (non-capital)	75,898	24,459	-	-	-	-	-	-	-	-	100,357	1,000	102,652
Materials & supplies	3,810	-	-	-	-	-	-	-	-	-	3,810	1,000	49,551
Rental	1,285	59,038	2,910	38,565	36,100	-	-	11,218	-	-	149,106	139,918	114,796
Repairs & maintenance buildings	7,738	-	-	-	-	-	-	-	-	-	7,738	5,500	5,437
Software (non-capital)	80,079	22,186	1,920	27,588	22,448	-	-	145	-	-	154,376	150,154	106,243
	250,153	105,683	4,830	66,153	58,548	-	-	11,439	-	-	496,806	357,464	436,181
Operating													
Advertising	49,835	30,489	2,895	3,705	2,560	-	-	855	-	-	90,129	118,250	120,381
Association fees & dues	40,485	982	-	-	170	-	-	130	-	-	41,767	42,095	42,887
Bad debts	21,736	-	-	-	-	-	-	-	-	-	21,736	14,783	17,648
Financial services	18,331	-	-	-	-	20	-	-	-	1	18,352	12,775	16,350
In-service (includes PD)	146,200	27,287	198	22,722	22,973	-	17,778	16,003	-	6,849	259,710	330,205	170,338
Insurance	151,544	3,643	615	782	540	-	-	454	-	13,729	171,517	148,850	114,353
Materials & supplies	75,889	376,881	86,903	82,662	27,999	-	3,509	7,282	-	42,034	673,159	792,766	763,287
Postage, freight & courier	32,253	29,970	78	1,142	458	-	325	1,382	-	3,445	69,053	138,015	45,661
Printing & copying	44,206	14,214	-	35,875	2,118	-	4,493	18,259	-	-	119,165	146,900	91,933
Professional services	277,854	-	-	-	-	-	-	-	-	206	278,060	82,258	265,074
Resale items	41,368	150,460	-	-	748	17,188	-	84,718	-	-	294,482	463,086	322,561
Subscriptions	6,368	1,706	-	91	-	-	129	-	-	90	8,384	8,150	6,361
Telephone & fax	121,517	10,722	-	96	400	-	-	4,306	-	-	137,041	215,035	147,223
Travel	223,167	209,225	2,756	30,503	32,471	217,420	12,420	94,007	-	2,157	824,126	732,356	764,684
Other	123,824	33,060	49,814	1,807	1,546	2,162	1,107	8,249	97,854	-	319,223	371,400	289,697
	1,374,477	888,639	143,259	179,385	91,763	236,790	39,761	235,655	97,854	68,511	3,325,895	3,617,854	3,199,638
Personal Services	-												
Honoraria	36,281	-	-	-	-	-	-	-	-	-	36,281	33,210	14,625
Salaries	3,648,836	1,374,679	-	1,139,340	894,302	-	691,743	636,103	-	247,904	8,632,807	8,637,473	8,526,483
Other	68,128	105,427	15,241	63,446	2,590	824	-	41,926	-	26,521	324,113	334,924	372,643
Student Training Allowance	-	-	-	-	-	-	-	23,310	-	-	23,310	-	50,400
Employee benefits	666,505	247,292	1,857	124,852	94,325	51	132,642	136,610	-	55,442	1,459,576	1,797,584	1,437,176
	4,419,750	1,727,398	17,098	1,327,638	991,217	875	824,385	837,949	-	329,777	10,476,087	10,903,191	10,401,327
Total Expenses	$ 8,119,939	$ 5,491,811	$ 290,690	$ 2,020,392	$ 1,509,200	$ 245,205	$ 874,884	$ 1,631,490	$ 97,854	$ 1,013,315	$ 21,294,779	$ 22,988,104	$ 20,648,036

Schedule 4

Northlands College
Consolidated Schedule of General Expenses by Functional Area
for the year ended June 30, 2016

	2016 General Actual				2016	2016	2015
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
Agency Contracts							
Contracts	$ -	$ 170,112	$ 23,689	$ -	$ 193,801	$ 119,360	$ 216,208
	-	170,112	23,689	-	193,801	119,360	216,208
Amortization	-	45,221	759,898	35,679	840,798	808,277	724,360
Equipment							
Equipment (non-capital)	4,750	58,570	8,152	858	72,330	122,525	59,793
Rental	554	30,702	127,066	4,068	162,390	198,653	201,934
Repairs and maintenance	-	14	42,971	1,590	44,575	20,500	9,623
	5,304	89,286	178,189	6,516	279,295	341,678	271,350
Facilities							
Building supplies	-	27,625	16,436	-	44,061	19,000	39,028
Grounds	-	-	16,466	-	16,466	39,700	48,985
Janitorial	-	-	137,224	46	137,270	145,832	142,705
Rental	-	3,631	239,483	-	243,114	304,929	261,748
Repairs & maintenance buildings	-	81,337	64,089	-	145,426	120,732	144,848
Utilities	-	381	174,557	390	175,328	204,762	139,448
	-	112,974	648,255	436	761,665	834,955	776,762
Information Technology							
Computer services	-	40,207	-	13,986	54,193	45,220	44,666
Data communications	-	152	-	26,998	27,150	14,672	12,443
Equipment (non-capital)	-	25,761	-	50,137	75,898	1,000	82,979
Materials & supplies	-	-	-	3,810	3,810	1,000	49,551
Rental	-	-	85	1,200	1,285	1,200	2,491
Repairs & maintenance buildings	-	293	-	7,445	7,738	500	5,437
Software (non-capital)	-	34,458	1,125	44,496	80,079	83,345	47,108
	-	100,871	1,210	148,072	250,153	146,937	244,675
Operating							
Advertising	-	49,685	-	150	49,835	54,000	51,218
Association fees & dues	39,153	1,332	-	-	40,485	40,475	41,343
Bad debts	-	21,736	-	-	21,736	14,763	15,948
Financial services	-	11,021	7,310	-	18,331	12,775	16,350
In-service (includes PD)	17,910	108,359	8,408	11,523	146,200	167,716	96,975
Insurance	11,853	23,976	114,424	1,391	151,644	131,544	107,313
Materials & supplies	116	74,099	1,091	583	75,889	67,950	51,943
Postage, freight & courier	18	30,071	844	1,320	32,253	30,650	24,575
Printing & copying	10	26,883	17,288	25	44,206	30,900	35,222
Professional services	-	277,854	-	-	277,854	82,258	263,694
Resale items	-	41,368	-	-	41,368	27,000	40,172
Subscriptions	-	6,368	-	-	6,368	3,900	3,460
Telephone & fax	3,563	117,783	-	171	121,517	121,888	122,157
Travel	54,597	153,885	1,819	12,866	223,167	307,896	285,460
Other	5,419	117,165	315	725	123,624	119,050	154,888
	132,639	1,061,585	151,499	28,754	1,374,477	1,212,765	1,310,718
Personal Services							
Honoraria	36,281	-	-	-	36,281	33,210	37,586
Salaries	-	3,123,918	276,949	247,969	3,648,836	3,890,768	3,717,806
Other	-	24,557	5,343	38,228	68,128	41,000	14,625
Employee benefits	1,226	557,340	57,350	50,589	666,505	703,605	681,207
	37,507	3,705,815	339,642	336,786	4,419,750	4,668,583	4,451,224
Total General Expenses	$ 175,450	$ 5,285,864	$ 2,102,382	$ 556,243	$ 8,119,939	$ 8,132,555	$ 7,995,297

NORTHLANDS COLLEGE
Notes to the Consolidated Financial Statements
for the year ended June 30, 2016

1. PURPOSE AND AUTHORITY

Northlands College offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*.

The Board of Northlands College is responsible for administering and managing the educational affairs of the College in accordance with the intent of *The Regional Colleges Act* and its regulations.

The College's objectives are to promote the social, economic and cultural development of the northern region of Saskatchewan by facilitating learning options and participating in community groups.

Northlands College is exempt from the payment of income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

As a government not-for-profit organization, the College prepared these financial statements in accordance with CPA Canada Public Sector Accounting (PSA) Handbook.

(a) College Reporting Entity and Consolidation

Significant aspects of the accounting policies adopted by the College are as follows:

College Reporting Entity:
The consolidated financial statements include all of the assets, liabilities, revenues and expenses of the College reporting entity. The College reporting entity is comprised of all the organizations that are controlled by the College.

Consolidation:
All controlled organizations are consolidated on a line-by-line basis.

Consolidation Method:

All inter-organizational balances and transactions are eliminated.

Controlled organizations that have been included using the full consolidation method:

- Northlands College Scholarship Foundation Inc.

(b) Measurement Uncertainty and the Use of Estimates

The preparation of financial statements in conformity with PSA standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Uncertainty in the determination of the amount at which an item is recognized or disclosed in financial statements is known as measurement uncertainty. Such uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Measurement uncertainty that may be material to these financial statements exists for:

- the liability for employee future benefits of $293,300 (June 30, 2015 - $282,700) because actual experience may differ significantly from actuarial or historical estimations and assumptions;
- the allowance for doubtful accounts of $46,523 (June 30, 2015 - $64,323) because it is an estimate derived from past experience; and
- useful lives of tangible capital assets and related amortization is done on a straight-line basis.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known. While best estimates are used for reporting items subject to measurement uncertainty, it is reasonably possible that changes in future conditions, occurring within one fiscal year, could require a material changes in the amounts recognized or disclosed.

(c) Financial Instruments

Financial instruments create rights and obligations to receive or deliver economic benefits. Financial instruments include cash and cash equivalents, accounts receivable, accrued salaries and benefits, accounts payable and accrued liabilities and long term debt.

Financial instruments are assigned to one of two measurement categories: fair value, or cost or amortized cost.

i) Cost or Amortized Cost

All other financial assets and financial liabilities are measured at cost or amortized cost. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Loans and receivables are measured at amortized cost. Due to their short-term nature, the amortized cost of these instruments approximates their fair value.

(d) Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Valuation allowances are used where considered necessary to reduce the amounts reported for financial assets to their net realizable value.

Cash and Cash Equivalents consist of cash, bank deposits and highly liquid investments with initial maturity terms of three months or less and held for the purpose of meeting short-term operating cash commitments rather than for investing purposes.

Accounts Receivable are shown net of allowance for doubtful accounts to reflect their expected net recoverable value. Valuation allowances are recorded where recovery is considered uncertain. Changes in valuation allowances are recorded in the consolidated statement of operations and accumulated surplus.

(e) Liabilities

Liabilities are present obligations arising from transactions and events occurring prior to year-end, which will be satisfied in the future through the use of assets or another form of economic settlement.

Accrued Salaries and Benefits represents salaries and benefits owing to or on behalf of work performed by employees, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

Accounts Payable and Accrued Liabilities include accounts payable and accrued liabilities owing to third parties for goods supplied and services rendered, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

Deferred revenue from government transfers represents restricted grants with stipulations that give rise to a liability. The revenue is recognized as the stipulation liabilities are settled. Deferred revenue from non-government sources represents revenue related to fees or services received in advance of the fee being earned or the services being performed, and other contributions for which the contributor has placed restrictions on the use of the resources. Tuition and fee revenue is recognized as the course is delivered, revenue from contractual services is recognized as the services are delivered, and revenue from other contributions is recognized in the fiscal year in which the resources are used for the purpose specified.

Liability for Employee Future Benefits represents non-vesting sick leave benefits that accrue to the College's employees. The cost of these benefits is recorded as the benefits are earned by employees. The liability relating to these benefits is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of expected sick leave usage, discount rate, inflation, salary escalation, termination and retirement rates and mortality. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups. Actuarial valuations are performed periodically. Extrapolations of these valuations are made when a valuation is not done in the current fiscal year.

Long-Term Debt is comprised of capital loans and other long-term debt with initial maturities of more than one year. Long-term debt also includes capital lease obligations where substantially all of the benefits and risks incident to ownership are transferred to the College without necessarily transferring legal ownership. The amount of the lease liability recorded at the beginning of the lease term is the present value of the minimum lease payments, excluding the portion thereof relating to executory costs.

(f) Non-Financial Assets

Non-financial assets are assets held for consumption in the provision of services. These assets do not normally provide resources to discharge the liabilities of the College unless they are sold.

Tangible Capital Assets have useful lives extending beyond the accounting period, are used by the College to provide services to the public and are not intended for sale in the ordinary course of operations. Tangible capital assets are recorded at cost and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset. The College does capitalize interest incurred while a tangible capital asset is under construction. Contributed tangible capital assets are recorded at their fair value at the date of receipt.

The cost of depreciable tangible capital assets, net of any residual value, is amortized on a straight line basis over their estimated useful lives as follows:

Buildings	20 years
Furniture and equipment	3 to 10 years
Computer software	10 years
Computer hardware	3 years
Vehicles	5 years
Leasehold improvements	Term of lease or useful life
Leased capital assets	Term of lease or useful life

Write-downs are accounted for as expenses in the consolidated statement of operations and accumulated surplus.

Inventory of Supplies for Consumption consists of supplies held for consumption by the College in the course of normal operations and are recorded at the lower of cost and replacement cost.

Prepaid Expenses are prepaid amounts for goods or services such as advertising for future year programs and insurance which will provide economic benefits in one or more future periods. The prepaid amount is recognized as an expense in the year the goods or services are consumed.

(g) Employee Pension Plans

Employees of the College participate in the following pension plans:

Multi-Employer Defined Benefit Plans
The College's employees participate in one of the following multi-employer defined benefit plans:

i) Teachers and other employees holding a teaching certificate participate in either the retirement plan of the Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP). The College's obligation for these plans is limited to collecting and remitting contributions of the employees at rates determined by the plans.

ii) Other employees participate in the Municipal Employees' Pension Plan (MEPP). In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

(h) Revenue Recognition

Revenues are recorded on the accrual basis. Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues, provided the amount to be received can be reasonably estimated and collection is reasonably assured.

The College's major sources of revenue include the following:

i) **Government Transfers (Grants)**
Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability.

ii) **Fees and Services**
Revenues from tuition fees and other services are recognized in the year they are earned. Amounts that are restricted pursuant to legislation, regulation or agreements with external parties that may only be used in the conduct of certain programs or in the delivery of specific services and transactions are initially recorded as deferred revenue and subsequently recognized as revenue in the fiscal year the related expenses are incurred or services are performed.

iii) **Interest Income**
Interest is recognized on an accrual basis when it is earned.

iv) **Other (Non-Government Transfer) Contributions**
Unrestricted contributions are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are contributions for which the contributor has placed restrictions on the use of the resources. Externally restricted contributions that are to be held in perpetuity are recognized as revenue in the year in which they are received or committed if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions that are not held in perpetuity are deferred until the resources are used for the purpose specified, at which time the contributions are recognized as revenue. In-kind contributions are recorded at their fair value when they are received.

(i) Expenses
Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

(j) Contingent liabilities
Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(k) Contaminated Sites
This section establishes standards on how to account for and report a liability associated with the remediation of contaminated sites. Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds the maximum acceptable concentrations under an environmental standard. The standard requires the recognition of a liability for the remediation of contaminated sites in the financial statements when the recognition criteria outlined in the standard is met.

3. CASH AND CASH EQUIVALENTS

Due to the short-term nature of the investments, market value of cash and cash equivalents approximates cost.

	June 30 2016	June 30 2015
Cash and bank deposits	$ 3,756,490	$ 5,969,444
Cash and cash equivalents	**$ 3,756,490**	**$ 5,969,444**

4. ACCOUNTS RECEIVABLE

All accounts receivable presented on the statement of financial position are net of any valuation allowances for doubtful accounts.

	June 30 2016	June 30 2015
Provincial government		
Advanced Education/Economy	$ -	$ 20,000
Federal government	478,815	39,018
Other receivables	992,621	1,357,282
	1,471,436	1,416,300
Less: Allowance for doubtful accounts	(46,523)	(64,323)
Accounts receivable, net of allowances	**$ 1,424,913**	**$ 1,351,977**

5. BANK INDEBTEDNESS

Bank indebtedness consists of a demand operating line of credit with a maximum borrowing limit of $500,000 (June 30, 2015 - $500,000) that bears interest at prime. This line of credit is authorized by a borrowing resolution by the Board and is secured by a general security agreement. This line of credit was approved by the Minister of Advanced Education on June 25, 2001. The balance drawn on the line of credit at June 30, 2016 was $ 0 (June 30, 2015 - $ 0).

6. ACCRUED SALARIES AND BENEFITS

	June 30 2016	June 30 2015
Accrued salaries	$ 98,748	$ 24,786
Accrued employee benefits	623,086	626,529
Accrued salaries and benefits	**$ 721,834**	**$ 651,315**

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2016	June 30 2015
Provincial Government	$ 13,827	$ 21,273
Federal Government	-	-
Other	894,313	1,603,754
Accounts payable and accrued liabilities	**$ 908,140**	**$ 1,625,027**

8. DEFERRED REVENUE

	June 30 2015	Addition(s) during the year	Revenue recognized in the year	June 30 2016
Government transfer stipulation liabilities				
Ministry of Advance Education/Economy	$ -	$ 63,290	$ 44,017	19,273
Other Provincial Government	299,656	-	293,951	5,705
Federal Government	-	-	-	-
	299,656	63,290	337,968	24,978
Other deferred revenue				
Northern Inter-tribal Health Authority/ Aboriginal Health Human Resources Initiative	18,050	52,200	52,200	18,050
Deferred revenue	**$ 317,706**	**$ 115,490**	**$ 390,168**	**$ 43,028**

9. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

The College provides certain post-employment, compensated absence and termination benefits to its employees. These benefits include accumulating non-vested sick leave. The liability associated with these benefits is calculated as the present value of expected future payments pro-rated for service and is recorded as Liability for Employee Future Benefits in the statement of financial position.

Details of the employee future benefits are as follows:

	June 30 2016	June 30 2015
Actuarial valuation date	June-30-16	June 30-12
Long-term assumptions used:		
Salary escalation rate (percentage)	1.50%	1.75%
Discount rate (percentage)	1.90%	2.80%
Expected average remaining service life (years)	10.7	11

Liability for Employee Future Benefits	June 30 2016	June 30 2015
Accrued Benefit Obligation - beginning of year	$ 289,600	$ 265,700
Valuation effect	(58,000)	-
Current period benefit cost	49,900	58,100
Interest cost	5,400	7,600
Benefit payments	(45,400)	(46,200)
Actuarial gains/losses	5,500	4,400
Accrued Benefit Obligation - end of year	**247,000**	**289,600**
Unamortized Net Actuarial Gains/Losses	**46,300**	**(6,900)**
Liability for Employee Future Benefits	$ 293,300	$ 282,700

Employee Future Benefits Expense	June 30 2016	June 30 2015
Current period benefit cost	$ 49,900	$ 58,100
Amortization of net actuarial gain/loss	700	300
Benefit Cost	50,600	58,400
Interest cost on unfunded employee future benefits obligation	5,400	7,600
Total Employee Future Benefits Expense	$ 56,000	$ 66,000

10. LONG-TERM DEBT

Details of Long-Term Debt:		June 30 2016	June 30 2015
Capital Loans:	RBC Term Loan - Interest rate is fixed at 3.84% per annum, monthly repayment terms of $5,718, maturing February 25, 2019.	$ 120,045	$ 182,704
		120,045	**182,704**
Other Long-Term Debt:			
Capital Leases			
2015 Chevy Tahoe	A 48-month lease with a down payment of $682, monthly payments of $1,048 plus taxes, an implicit interest rate of 2.5%, and a buy-out value of $16,388 plus taxes in May 2019. Net Book Value = $54,323	53,357	64,189
2015 Toyota Highlander	A 48-month lease with no down payment, monthly payments of $616 plus taxes, an implicit interest rate of 5.1%, and a buy-out value of $17,132 plus taxes in June 2019. Net Book Value = $35,157	37,148	43,423
2015 Toyota Highlander	A 48-month lease with no down payment, monthly payments of $616 plus taxes, an implicit interest rate of 5.1%, and a buy-out value of $17,132 plus taxes in June 2019. Net Book Value = $35,157	37,148	43,423
2015 Toyota Tundra	A 48-month lease with $550 down payment, monthly payments of $626 plus taxes, an implicit interest rate of 0.74%, and a buy-out value of $19,147 plus taxes in July 2019. Net Book Value = $41,735	44,616	-
2015 Toyota Highlander	A 48-month lease with no down payment, monthly payments of $625 plus taxes, an implicit interest rate of 5.1%, and a buy-out value of $16,886 plus taxes in September 2019. Net Book Value = $35,344	39,362	-
2016 Toyota Tundra	A 48-month lease with no down payment, monthly payments of $705 plus taxes, an implicit interest rate of 2.74%, and a buy-out value of $21,110 plus taxes in September 2019. Net Book Value = $44,010	49,036	-
2015 Toyota Highlander	A 48-month lease with no down payment, monthly payments of $625 plus taxes, an implicit interest rate of 5.1%, and a buy-out value of $16,886 plus taxes in September 2019. Net Book Value = $35,344	39,362	-
2015 Toyota Tundra	A 48-month lease with no down payment, monthly payments of $644 plus taxes, an implicit interest rate of 0.74%, and a buy-out value of $19,240 plus taxes in September 2019. Net Book Value = $42,205	46,775	-
		346,804	**151,035**
Total Long-Term Debt		**$ 466,849**	**$ 333,739**

Principal repayments over the next 4 fiscal years are estimated as follows:			
	Capital Loans	Capital Leases	Total
2017	$ 65,189	$ 61,275	$ 126,464
2018	54,856	61,275	116,131
2019	-	113,868	113,868
2020	-	110,386	110,386
Total	**$ 120,045**	**$ 346,804**	**$ 466,849**

Interest paid on long-term debt for the fiscal year ending June 30, 2016 was $13,267 (June 30, 2015 - $8,696).

11. TANGIBLE CAPITAL ASSETS

	Land	Buildings	Furniture and Equipment	Computer Hardware	Computer Software	Vehicles	Leasehold Improvements	2016	2015
Tangible Capital Assets - at Cost:								-	
Opening Balance at Start of Year	$ 351,184	$ 6,660,347	$ 3,946,322	$ 692,953	$ 397,065	$204,361	$ 291,613	$ 12,543,845	$ 11,302,799
Additions/Purchases	-	1,984,355	151,652	52,075	55,148	249,948	-	2,493,178	816,046
Contributed Tangible Capital Assets	-	-	-	-	-	-	-	-	425,000
Closing balance at End of Year	351,184	8,644,702	4,097,974	745,028	452,213	454,309	291,613	15,037,023	12,543,845
Tangible Capital Assets - Amortization:								-	
Opening Balance at Start of Year	-	5,156,433	2,396,670	663,256	84,643	50,214	280,550	8,631,766	7,850,659
Amortization for the Period	-	301,719	366,297	35,679	45,221	80,819	11,063	840,798	781,107
Closing Balance at End of Year	-	5,458,152	2,762,967	698,935	129,864	131,033	291,613	9,472,564	8,631,766
Net Book Value:								-	
Opening Balance at Start of Year	351,184	1,503,914	1,549,652	29,697	312,422	154,147	11,063	3,912,079	3,452,141
Closing Balance at End of Year	351,184	3,186,550	1,335,007	46,093	322,349	323,276	-	5,564,459	3,912,079
Change in Net Book Value	$ -	$ 1,682,636	$ (214,645)	$ 16,396	$ 9,927	$169,129	$ (11,063)	$ 1,652,380	$ 459,938

The Tangible Capital Assets includes work-in-progress in the amount of $1,598,504 at June 30, 2016 (June 30, 2015 - $53,088), representing $1,302,016 for the construction of the new Mine School and $296,488 for the construction of the addition to the current Mine School.

Capitalized leased vehicles	Original Capital Cost	Accumulated Amortization	Book Value 2016
Tahoe	$ 67,903	$ 13,581	$ 54,323
Highlander NLC1501	43,946	8,789	35,157
Highlander NLC1502	43,946	8,789	35,157
Tundra NLC1503	52,169	10,434	41,735
Highlander NLC1504	44,181	8,836	35,344
Tundra NLC1605	55,013	11,003	44,010
Highlander NLC1606	44,181	8,836	35,344
Tundra NLC1607	52,756	10,551	42,205
	$ 404,095	**$ 80,819**	**$ 323,276**

12. PREPAID EXPENSES

	June 30 2016	June 30 2015
Prepaid expenses	$ 50,500	$ 46,383
Prepaid advertising and programs	16,412	142,408
Prepaid insurance	75,455	93,105
Prepaid expenses	**$ 142,367**	**$ 281,896**

13. EMPLOYEE PENSION PLANS

Multi-Employer Defined Benefit Plans

Information on the multi-employer pension plans to which the College contributes is as follows:

i) Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP):

The STRP and STSP provide retirement benefits based on length of service and pensionable earnings.

The STRP and STSP are funded by contributions by the participating employee members and the Government of Saskatchewan. The College's obligation to the STRP and STSP is limited to collecting and remitting contributions of the employees at rates determined by the plans. Accordingly, these financial statements do not include any expense for employer contributions to these plans. Net pension assets or liabilities for these plans are not reflected in these financial statements as ultimate responsibility for retirement benefits rests with the Saskatchewan Teachers' Federation for the STRP and with the Government of Saskatchewan for the STSP.

Details of the contributions to these plans for the College's employees are as follows:

These figures are based on the salaries and are at a flat rate as per Payroll	2016			2015
	STRP	STSP	Total	Total
Number of active College members	33	2	35	37
Member contribution rate (percentage of salary)	11.03%	6.05%		9.10%/6.05%
Member contributions for the year	**$ 253,406**	**$ 8,547**	**$ 261,953**	**$ 250,463**

ii) Municipal Employees' Pension Plan (MEPP)

The MEPP provides retirement benefits based on length of service and pensionable earnings.

The MEPP is funded by employer and employee contributions at rates set by the Municipal Employees' Pension Commission.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. Any actuarially determined deficiency is the responsibility of the participating employers and employees which could affect future contribution rates and/or benefits.

The contributions to the MEPP by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. As a result, individual employers are not able to identify their share of the underlying assets and liabilities, and the net pension assets or liabilities for this plan are not recognized in these financial statements. In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

Details of the MEPP are as follows:

	2016	2015
Number of Active College members	*118*	*121*
Member contribution rate (percentage of salary)	8.15%	8.15%
College contribution rate (percentage of salary)	8.15%	8.15%
Member contributions for the year	449,816	446,237
College contributions for the year	449,816	446,237
Actuarial valuation date December 31, 2012	31-Dec-15	31-Dec-14
Plan Assets	2,112,956	1,980,144
Plan Liabilities	1,796,023	1,646,142
Plan Surplus (Deficit)	316,933	334,002

14. RISK MANAGEMENT

The College is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk and market risk (consisting of interest rate risk and foreign exchange risk).

i) Credit Risk

Credit risk is the risk to the College from potential non-payment of accounts receivable. The credit risk related to the College's receivables from the provincial government, federal government and their agencies are considered to be minimal. For other receivables, the College has adopted credit policies which include reviewing the outstanding accounts receivable for the College on a regular basis and denying further service until outstanding balances at year-end are paid. The College does not have a significant exposure to any individual customer. Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect impairment in collectability.

The aging of accounts receivable at June 30, 2016 and June 30, 2015 was:

	June 30, 2016		June 30, 2015	
	Accounts Receivable	Allowance for Doubtful Accounts	Accounts Receivable	for Doubtful Accounts
Current	$ 1,002,732		$ 634,784	
0-30days	47,677		216,539	
30-day days	1,100		42,044	
60-90 days	16,322		10,921	
Over 90 days	403,605	46,523	512,012	64,323
Total	$ 1,471,436	$ 46,523	$ 1,416,300	$ 64,323
Net		**$ 1,424,913**		**$1,351,977**

ii) Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they come due. The College manages liquidity risk by maintaining a reasonable amount of unappropriated surplus at approximately 3% of the Operating Grant as suggested by the Ministries.

The following table sets out the contractual maturities of the College's financial liabilities:

	June 30, 2016		
	Within 6 month	6 months to 1 year	1 to 5 years
Accrued salaries and benefits	$ 721,834	$ -	$ -
Accounts payable and accrued liabilities	908,140	-	-
Long-term debt	63,232	63,232	340,385
Total	$ 1,693,206	$ 63,232	$ 340,385

iii) Market Risk

The College is exposed to market risks with respect to interest rates and foreign currency exchange rates, as follows:

Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to long-term debt. The College also has an authorized bank line of credit of $500,000 with interest payable monthly at a rate of prime. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on this credit facility as of June 30, 2016.

The College minimizes these risks by:

- holding cash in an account at a Canadian bank, denominated in Canadian currency
- managing cash flows to minimize utilization of its bank line of credit
- managing its interest rate risk on long-term debt through the exclusive use of fixed rate terms for its long-term debt

15. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on September 25, 2015 and the Minister of Advanced Education on June 29, 2015.

16. RELATED PARTIES

These financial statements include transactions with related parties. The College is related to all Government of Saskatchewan ministries, agencies, boards, school divisions,

health authorities, colleges and crown corporations under the common control of the Government of Saskatchewan. The College is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the College is related to other non-Government organizations by virtue of its economic interest in these organizations.

(a) Related Party Transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table on the next page. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	2016	2015
Revenues:		
Ministry of Advanced Education/Economy	13,991,556	12,497,733
Mamawetan Churchill River Health District	250,000	250,000
Keewatin Yatthe Regional Health Authority	-	4,380
SaskPower and SaskEnergy	15,000	118,321
Saskatchewan Polytechnic	61,337	47,297
Saskatchewan Regional Colleges	5,240	10,500
Saskatchewan Workers' Compensation Board	20,825	-
University of Regina	51,496	27,901
University of Saskatchewan	849,654	678,074
	$ 15,245,108	**$ 13,634,206**
Expenses:		
Keewatin Yatthe Regional Health Authority	616	-
Mamawetan Churchill River Health District	1,694	876
Ministry of Advanced Education/Economy	300	153,344
Ministry of Central Services	334,311	419,463
Ministry of Education	300	-
Ministry of Finance	152,661	-
Ministry of Justice	-	1,800
Ministry of Social Services	353	-
SaskTel	131,032	129,557
SaskPower and SaskEnergy	154,167	125,411
Saskatchewan Apprenticeship Trade and Certification Commission	8,480	21,448
Saskatchewan Polytechnic	711,859	545,040
Saskatchewan Municipal Superannuation	989,808	940,549
Saskatchewan Regional Colleges	20,615	30,200
Saskatchewan Teachers' Federation	296,740	259,773
Saskatchewan Teachers' Superannuation	15,043	17,023
Saskatchewan Workers' Compensation Board	26,353	30,660
University of Regina	279,025	295,035
University of Saskatchewan	392,079	442,179
	$ 3,515,436	**$ 3,412,358**
Accounts Receivable:		
Ministry of Advanced Education/Economy	-	20,000
Saskatchewan Polytechnic	-	27,930
Saskatchewan Regional Colleges	4,411	1,295
University of Regina	14,105	-
University of Saskatchewan	392,079	286,718
	$ 410,595	**$ 335,943**
Accounts Payable and Accrued Liabilities:		
Ministry of Advanced Education/Economy	-	21,273
Ministry of Finance	13,827	-
SaskPower and SaskEnergy	8,340	5,895
SaskTel	-	11,182
Saskatchewan Municipal Superannuation	-	82,129
Saskatchewan Polytechnic	805	31,262
Saskatchewan Regional Colleges	14,463	3,222
Saskatchewan Teachers' Federation	-	24,303
Saskatchewan Teachers' Superannuation	-	1,619
University of Regina	-	643
University of Saskatchewan	-	444
	$ 37,435	**$ 181,972**

In addition, the College pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases and customer sales on items that are deemed taxable. Taxes paid are recorded as part of the cost of those purchases.

The College receives long distance telephone services between major centers from SaskTel, a related party, at reduced rates available to Government agencies.

17. ACCUMULATED SURPLUS

Accumulated surplus represents the financial assets and non-financial assets of the College less liabilities. This represents the accumulated balance of net surplus arising from operations of the College and accumulated net re-measurement gains and losses.

Certain amounts of the accumulated operating surplus, as approved by the Board, have been designated for specific future purposes. These internally restricted amounts are included in the accumulated surplus in the consolidated statement of financial position. Accumulated surplus from operations also includes externally restricted contributions for which the contributor has placed restrictions that the resources be held in perpetuity.

The College does not maintain separate bank accounts for the internally restricted amounts and/or externally restricted resources to be held in perpetuity.

Details of accumulated surplus are as follows on the next page.

	June 30 2015	Additions during the year	Reductions during the year	June 30 2016
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	$ 3,912,079	$ 2,493,178	$ 840,798	5,564,459
Less: Debt owing on Tangible Capital Assets	333,739	249,804	116,694	466,849
	3,578,340	2,243,374	724,104	5,097,610
Internally Restricted Operating Surplus:				
Capital projects:				
Capital Purchase	103,024	-	-	103,024
Building Capital	475,000	-	243,399	231,601
Building /Equipment Maintenance	5,864	-	-	5,864
Information Technology	100,837	-	54,487	46,350
Education Leave	-	323,133	41,629	281,504
Training and Education	19,659	-	-	19,659
	704,384	323,133	339,515	688,002
Other restricted surplus:				
Various Other Appropriations from Ministries	598,830	303,234	124,103	777,961
Skill Training Allocation	469,299	2,421,182	3,038,528	(148,047)
Sector Partnerships	13,924	-	-	13,924
Adult Basic Education	493,772	1,763,612	2,188,468	68,916
On-Reserve Training	314,987	390,699	414,603	291,083
Adult Basic Education - Literacy Contracts	132,480	98,993	232,454	(981)
Northern Skills Training	1,038,043	1,395,500	1,359,322	1,074,221
Northern Health Strategy	551,991	388,701	601,632	339,060
	3,613,326	6,761,921	7,959,110	2,416,137
Unrestricted Operating Surplus	227,834	249,804	376,066	101,572
Total Accumulated Surplus from Operations	8,123,884	9,578,232	9,398,795	8,303,321
Accumulated Surplus - Northlands College Scholarship Foundation, Inc.	284,660	-	60,620	224,040
Total Accumulated Surplus	8,408,544	9,578,232	9,459,415	8,527,361

The purpose and nature of each Surplus account internally restricted amount is as follows:

Capital Purchase Appropriation - $103,024 – is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. There are no currently outstanding commitments against this appropriation.

Building Capital Appropriation - $231,601 – is intended to purchase/renovate buildings to sustain programming at the College. Of the $300,000 committed to building an addition to the existing Mine School, $56,601 remains for project completion leaving uncommitted funds of $175,000 at June 30, 2016.

Building/Equipment Maintenance Appropriation - $5,864 - is intended to maintain the aged buildings and equipment owned by the College. There was no activity in this appropriation in 2015/16.

Information Technology Appropriation - $46,350– is to ensure the College can maintain an IT infrastructure that operates to effectively help students through their programs. The Board approved investment in a Disaster Recovery and Networking Plan for $170,000. Expenditures from this commitment were: $90,293 in 2014/15 and $54,487 in 2015/16. At June 30, 2016, $25,220 remains committed to Disaster Recovery equipment and software and $21,130 of this appropriation remains uncommitted.

Education Leave Appropriation – $281,504 – represents the amount the Board has committed to the purpose of supporting staff in future educational requirements.

Training and Education Appropriation - $19,659 – is intended for use toward specific programming initiatives with Board approval. There are no commitments outstanding against this appropriation.

18. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Significant contractual obligations and commitments of the College are as follows:

	Operating Leases				Capital Leases	
	Classroom Rental	Equipment Leases	Residences Leases	Total Operating	Vehicles	Total Capital
Future Minimum Lease Payments						
2017	$ 35,648	$ 74,875	$ 305,895	$ 416,418	$ 61,275	$ 61,275
2018	-	47,678	24,604	72,282	61,275	61,275
2019	-	33,142	-	33,142	113,868	113,868
2020	-	11,016	-	11,016	110,386	110,386
2021	-	-	-	-	-	-
	35,648	166,711	330,499	532,858	346,804	346,804
Interest and executory costs					25,772	25,772
Total Lease Obligations	$ 35,648	$ 166,711	$ 330,499	$ 532,858	$ 372,576	$ 372,576

The College has entered into various contracts for building construction related to work in progress on tangible capital assets. The total cost of the contracts are estimated at $665,378, of which contractual obligations outstanding at June 30, 2016 are $220,923.

19. CONTINGENT LIABILITIES

A union representing employees of an employer unrelated to the College has applied by Notice of Motion for an order quashing purported decisions of the Municipal Employees Pension Plan relating to the application of actuarial surplus in the fund, as well as other relief. Several participating employers, including the College have been named. It is not possible to estimate the potential effect of the claim at this stage of the proceedings. The College's share of settlement, if any, will be charged to expenses in the year in which the related litigation is settled.

Glossary of Terms

Adult Basic Education Credit	Academic skills development that leads to certification at a Grade 10-12 level or prepares individuals to write the GED exams.
Adult Basic Education Non-Credit	Learning which may include some form of evaluation, however, does not result in certification by a recognized body.
Completer	A student who has completed course requirements or remained to the end of the program.
Graduate	A student who has successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry.
Full-Load Equivalent	Total participant hours divided by the accepted full-load equivalent factor for a program group.
Institute Credit	Education and training which leads to a credential (i.e. certificate, diploma, degree; from a recognized credit-granting institute).
Industry Non-Credit	Education and training that meets the specific needs identified for an industry(s), group(s), firm(s) or sector(s) that does not result in credentials or certification recognized by an industry association or sector, regulatory body or licensing agency.
Student Full-Time	One who is taking courses that collectively require a minimum of 18 hours of scheduled class time per week for a minimum period of 12 weeks. There are two exceptions to this definition: a) for apprenticeship and trade: a complete level (the length depends on the trade) is required; and b) for university courses: a minimum of 216 hours of scheduled class time for the academic year.
Student Part-Time	One who is taking: a) courses of less than 12 weeks duration, even if they collectively require more than 18 hours of scheduled class time per week; or b) courses that are at least 12 weeks in duration but collectively require less than 18 hours of scheduled class time per week.
Student Casual	One who is taking courses (within a program group) that collectively total less than 30 hours of scheduled class time.